

**STAKEHOLDER PARTICIPATION AND PERFORMANCE OF NGARA
PARK ROAD HOUSING PROJECT IN NAIROBI CITY COUNTY, KENYA**

BY

ABRAHAM KIPKOECH

D53/CTY/PT/27136/2018

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
ECONOMICS AND TOURISM IN PARTIAL FULFILMENT FOR THE
AWARD OF DEGREE OF MASTER OF SCIENCE (PROJECT
MANAGEMENT) OF KENYATTA UNIVERSITY**

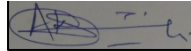
DECEMBER, 2022

DECLARATION

This project is my own original academic work and has not been submitted for examination in any university

ABRAHAM KIPKOECH

REG NO: D53/CTY/PT/27136/2018



23RD AUGUST, 2022

SignatureDate.....

This project was done by the candidate under my supervision as the university supervisors.



23RD AUGUST, 2022

SignatureDate.....

Dr. Lydia Gachengo

Lecturer, Department of Management Science,

School of Business,

Kenyatta University

DEDICATION

This work is dedicated to my family members who have really given me support throughout my academic journey, especially my mother who not only supported but continuously encouraged me to keep pushing myself. This is to you.

ACKNOWLEDGEMENTS

First, I give gratitude to the father in heaven for his guidance, good health and life throughout my academic journey. To Dr. Lydia Gachengo, my supervisor, thank you for your guidance and insightful reviews throughout this project.

Credit to my friends and colleagues for their moral support and inspiration they accorded me throughout this research.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
OPERATIONAL DEFINITION OF TERMS	xi
ABBREVIATION AND ACRONYMS	xiii
ABSTRACT	xiv
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background to the Study	1
1.1.1 Project Performance	4
1.1.2 Stakeholder Participation.....	6
1.1.3 Ngara Park Road Housing Project in Nairobi City County, Kenya	11
1.2 Statement of the Problem	12
1.3 General Objective	14
1.3.1 Specific Objectives.....	14
1.4 Research Questions	14
1.5 Significance of the study	15
1.6 Scope of the study.....	16
1.7 Limitations of the Study	16
1.8 Organization of the study	17
CHAPTER TWO.....	18
LITERATURE REVIEW.....	18
2.1 Introduction	18
2.2 Theoretical Review	18
2.2.1 Stakeholder Theory	18
2.2.2 Ladder of Participation Theory	19

2.2.3 Systems Theory.....	21
2.2.4 Stewardship Theory.....	23
2.2.5 Sustainability Development Theory.....	25
2.3 Empirical Review	26
2.3.1 Stakeholder participation in project identification and project performance.....	26
2.3.2 Stakeholder participation in project planning and project performance	27
2.3.3 Stakeholder participation in project implementation and project performance	30
2.3.4 Stakeholder participation in project monitoring and project performance.	32
2.3.5 Project Performance	35
2.4 Literature Review Summary and Gaps	36
2.5 Conceptual Framework	39
CHAPTER THREE.....	41
RESEARCH METHODOLOGY.....	41
3.1 Introduction	41
3.2 Research Design	41
3.3 Operationalization of variables.....	41
3.4 Target population.....	42
3.5 Sampling design and sample size	43
3.6 Data sources and data collection tools	44
3.6.1 Questionnaire	44
3.6.2 Interviews	45
3.7 Data Collection Procedure.....	45
3.8 Research instrument validity and dependability.....	46
3.8.1 Pilot Testing.....	46
3.8.2 Validity	46
3.8.3 Reliability	47

3.9 Analysis and presentation of data	48
3.9.2 Analyzing quantitative data	48
3.9.3 Descriptive statistics.....	48
3.9.4 Inferential statistics	49
3.9.5 Multiple regression analysis diagnostic tests	50
3.10 Ethical Consideration	51
CHAPTER FOUR	53
RESEARCH FINDINGS AND DISCUSSIONS	53
4.1 Introduction	53
4.2 Questionnaire Response Rate	53
4.3 Demographic Information	54
4.3.1 Gender of the participants.....	54
4.3.2 Age Cohort of Survey participants.....	54
4.3.3 The Highest Educational Attainment	55
4.4 Stakeholder participation and the performance of Ngara Park Road Housing Project	56
4.4.1 Stakeholders’ participation in the Implementation of Ngara Park Road Housing Project	56
4.5 Stakeholders’ participation in project Planning and performance of Ngara Park Road Housing Project	58
4.5.1 How stakeholders’ participation in project Planning affects performance	58
4.5.2 Stakeholder Participation in project monitoring and its effect in project success.....	59
4.6 Government Housing Estate Planning and Implementation	60
4.6.1 Government Housing Project Planning and Execution	60
4.7 Project Monitoring and evaluation and performance of Ngara Park Road Housing Project	61
4.7.1 Stakeholders’ Role in Project Monitoring and Evaluation.....	62

4.8 Project identification and performance of Ngara Park Road Housing Project..	63
4.9 Project performance	65
4.10 Multiple Regression	67
CHAPTER FIVE	72
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	72
5.1 Introduction	72
5.2 Summary of Findings.....	72
5.2.1 Stakeholder participation.....	72
5.2.2 Project plan implementation and performance of Ngara Park Housing Project	73
5.2.3 Project Plan implementation and performance of Ngara Housing Project.	73
5.2.4 Government Housing Project Monitoring and Performance	73
5.2.5 Project identification and performance in Ngara Park Road Housing Project	74
5.2.6 Project scheming and execution of the government’s affordable Housing Project	74
5.3 Conclusions	74
5.4 Recommendations.....	75
5.5 Recommendations for further Research.....	76
REFERENCES	78
APPENDICES	84
Appendix I: Introduction letter to respondents	84
Appendix II: Questionnaire.....	85
Appendix III: Letter of Approval of the Research Proposal	88
Appendix IV: Research Authorization	89
Appendix V: Research Permit	90

LIST OF TABLES

Table 3.1: Variable operationalization	42
Table 3.2 Target Population.....	43
Table 3.3 Reliability Results	47
Table 4.1: Respondents' Gender	54
Table 4.2: Age Cohort of Survey participants	55
Table 4.3: Highest Education Level	55
Table 4.4: Involvement of Stakeholders	56
Table 4.5: Stakeholder Participation in the Ngara Park Housing Project's Implementation.....	57
Table 4.6: project monitoring.....	58
Table 4.7: Stakeholder participation in project monitoring and its impact on performance	59
Table 4.8: Project Planning in Ngara Park Road Housing Project.....	61
Table 4.9 Project Team Competence.....	62
Table 4.10: Project identification	64
Table 4.11 Project performance	66
Table 4.12: Model Summary	68
Table 4.13: ANOVA.....	68
Table 4.14: Regression Coefficients.....	69

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	40
---------------------------------------	----

OPERATIONAL DEFINITION OF TERMS

- Stakeholder:** Refers to any person, group or business that has a stake in an enterprise and its development and will receive costs or benefits from the undertaking. In this study, stakeholders are government officials, managers and owners of the project.
- Project performance:** Alludes to resolution and achievement of projects as per the time, quality, and cost projected. In this study, it refers to the Ngara Park Road Housing Project being done within the cost, time and quality projected.
- Stakeholders Participation:** Alludes to the process where different persons, groups or businesses with different needs come together to materialize their interests on satisfying the needs by planning and executing set objectives. In this study, it refers to project identification, implementation, planning, and monitoring and evaluation in the Ngara Park Road Housing Project.
- Project identification:** This is the effectual development of an introductory proposal through stakeholder scrutiny and examining the external environment. In this study, it refers to the designation of the Ngara Park Road Housing Project

Project planning:	Alludes to the process of putting down tangible guides in the execution and control stages of the project where the objectives, goals and milestone's achievement are stated. In the study, it alludes to the activities and what is to done in the Ngara Park Road Housing Project.
Project monitoring and evaluation:	Refers to the process through which performance and outcomes are screened to ensure full maximization of the project. It checks whether performance is as expected by the stakeholders and if any amendments need to be done for future projects. It refers to ensuring the Ngara Park Road Housing Project meets its expectation.
Project Cost/ Budget:	The total funds needed to momentarily cover and complete a project, majorly estimates. In this study, it implies the estimated cost of Ngara Park Road Housing Project.
Project quality:	The procedures and actions that establish quality standards, goals, and obligations to ensure that the project will meet the needs for which it was done. In this study, it refers to the general appeal of the Ngara Park Road Housing Project to the clients.

ABBREVIATION AND ACRONYMS

KPIs	: Key performance indicators
CDF	: Constituency development fund
NGO	: Non-governmental organization
GOK	: Government of Kenya
KCI	: Kenya Construction Industry
PPP	: Public Private Partnership
GDP	: Gross Domestic Product
WASH	: Water Sanitation and Hygiene
AHP	: Affordable Housing Project
SPSS	: Statistical Package of Social Sciences
DFID	: Department for International Development
NACOSTI	: National Commission for Science and Technology

ABSTRACT

The Ngara Park Road housing project is experiencing both a delayed completion date and cost overruns. Just 228 affordable housing units have been built by the government thus far, which raises questions about the lofty goal of 500,000 homes by 2022. The 228 apartments that have already been delivered are situated on Park Road in Ngara, Nairobi. The National Treasury claims that the dwellings are among the 1,370 units that were planned to be built on the plot of land in Ngara during the 2018/2019 fiscal year, but the bulk of them are still incomplete. Phase 1 of the project, which was supposed to be done in September 2019, and phase 2, which was supposed to be finished in June 2020, didn't reach either of these deadlines since important stakeholders weren't adequately involved in the project's funding. The purpose of this study was to ascertain if the Ngara Park Road Housing Project and the Ngara Park Road Project will be completed depending on how stakeholders were involved. The study's objectives were to examine how stakeholders' involvement in project identification, implementation, planning, and monitoring and evaluation affect project performance of the Ngara Park. The system, stakeholder, stewardship, and ladder of involvement theories served as the foundation for the research. A descriptive survey research design was used. The study's target demographic was the Park Road housing project, and participants included 250 beneficiaries, community members, project contractors, and project managers. A cluster sampling technique was used in the investigation. The sample size was 154 respondents. Information was gathered using semi-structured questionnaires and interview schedules. Utilizing both descriptive and inferential analytic methods, quantitative data was examined using Statistical Packages for Social Sciences (SPSS Version 22). The descriptive analysis also includes percentages, averages, frequencies, and standard deviations. Data were shown in tabular or other representations. Subject matter and discourse analysis were employed to look into and comprehend qualitative information from interview sessions. The study found that projects with stakeholder engagement in project identification performed much better. The study also found that stakeholder involvement needs time for effective cost and resource planning, which helps to achieve good project performance; Ngara housing project's efficacy is increased by the proposal planning procedure, as does financial contribution; the Housing Project had a proper project plan and project identifying includes being able at the reduced ranks of the participatory staircase to play a significant role in project identification. The multiple regression model indicated that there was a significant relationship between project identification and project performance ($p \leq 0.05$); there was a significant relationship between project planning and project performance ($p \leq 0.05$); there was a significant relationship between project implementation and project performance ($p \leq 0.05$) and that there was a significant relationship between project monitoring and project performance ($p \leq 0.05$). According to the report, the Ngara Park Road Housing Project performs better when stakeholders are involved. According to the report, project managers should make sure that stakeholders are involved in many elements of a project. In order to guarantee key and personal commitment of stakeholders to their commitments, project managers should implement procedures that make signing of stakeholders as comprehensive as feasible.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Virtually all of the government-initiated projects and programmes are crucially important in their contributions to the growth of the national economy (Patanakul, Kwak, Zwikael & Liu, 2016). The critical importance of the government-financed and initiated projects is that these efforts are poured into the improvement of the overall social welfare of its citizens (Jatarona, Yusof, Ismail & Saar, 2016). Delays in schedule are a major challenge experienced by most construction projects in Africa (Durdyev, Omarov & Ismail, 2017). Any inefficiency in the management of public sector projects could cause a major setback to the performance of the projects as well as the governments itself (Kossova & Sheluntcova, 2016). Nearly all construction projects have a couple of different parties, numerous processes, stages of work and many inputs from all sectors including the public and private with the main aim of ensuring the project is successfully concluded (Kalwry, 2017).

Governments in developing nations are in charge of creating decent housing and modernizing slums. They should work to raise the standard of living for their residents, give land for squatters to relocate, and generally raise the standard of housing. Opting for large housing projects like what Kenya has done, is a show of major economic steps to the right direction. Other examples of cities that have carried out mass housing projects with apartments with dense urban populations are Singapore and Hong Kong. China is also realizing large scale solutions to housing for its huge population. On the

other side of the world in Mexico, they have also undertaken exemplary large scale housing projects implemented by institutions (Bredenoord & Verkorten, 2010).

The accomplishment of project outcomes and the reality that most projects in Hong Kong still have a long way to go before they are finished make it difficult to execute projects on time, within budget, and with acceptable levels of customer satisfaction (Fageha, 2014; Soon and Sambasivan, 2017). According to Gou, Lau, and Prasad's (2015) analysis of Hong Kong house construction projects, the project team made a good contribution to customer satisfaction. A study on public housing projects by the Singaporean government showed that there are several impediments to how these projects perform. These impediments include site management, coordination and labour availability (Hwang, Zhao & Ng, 2013). The main variables impacting the performance of residential housing building projects in Cambodia are cost overruns and schedule delays, which lead to poor construction project performance (Durdyev, Omarov & Ismail, 2017).

Many construction-related projects in Malaysia face problems which from time and costs overruns and not meeting the project's specifications (Jatarona, Yusof, Ismail & Saar, 2016). However, results showed that stakeholder satisfaction with housing facilities may depend on the types of homeownership externalities that households are expected to receive (Teck-Hong, 2012). A study in the industry of construction in the city of Hong Kong found that major challenges and conflicts were due to incompatible interests from the various stakeholders (Pheng, Xiaopeng & Lye, 2012). In China, the effectiveness of various stakeholder involvement in yielding a solution that is mutually acceptable is strangely in doubt, when the levels of participation are relatively low (Li, Ng & Skitmore, 2013).

According to the findings of a Thai study, the traditional measures used to measure project success are not applicable in enormous construction projects in the public sector, so other performance measures like stakeholder satisfaction, efficient use of resources, safety, effectiveness, and minimized conflicts and disputes are becoming way more crucial important (Podgórski, 2015). The various interests from stakeholders on the project's outcome and output and its impact on achievement of objectives is what affect the performance of larger projects (Turner & Zolin, 2012). Kenya is facing a participation problem because research conducted by Nyaguthii, (2013) established that 78% of primary stakeholders of the project are never involved in the implementation in CDF projects in Mwea Constituency.

Conflicts and subpar craftsmanship were found by Buys and Roux (2015) to have a detrimental impact on the project's success in South Africa. A study of 127 public and private projects in Israel using factor analysis supports the application of four dimensions; efficiency of the project, satisfaction of the customer, business performance and future orientation (Elbohisi, 2016). Soon and Sambasivan (2017) observed that delays in projects are a global phenomenon with reports indicating 30% of projects in Saudi Arabia were completed on time. Construction project completion schedules in Nigeria face difficulties brought on by problems with contract administration (Owolabi *et al.*, 2014). A study in Ghana discovered that contract management is one of the major challenges when it comes to causes of delays in project construction. The key factor was, in particular, a lack of professionalism (Narh *et al.*, 2015).

When it comes to project execution and, more crucially, project management, the majority of community-based initiatives tend to presume the engagement of stakeholders. Stakeholder participation is necessary to make a project efficient, objective, and driven by demand. However, significant stakeholders' involvement in the project is not taken into account globally. For example, in Somalia, the participation of stakeholder is minimal or close to zero from project initiation to project phase-out of projects which have the same stakeholders as major beneficiaries of the projects (Nyabera, 2015).

1.1.1 Project Performance

Project performance was measured by indicators of time, cost and stakeholder satisfaction. Project performance can also be measured by how useful the project is developments, and establishments, and thus the achievement of the expected project objectives, as realized by various stakeholders over multiple phases (Turner & Zolin, 2012). However, the power wielded by the various stakeholders, as well as their desire to have an impact on the project's outcome in order to address their concerns, can threaten or derail the project, resulting in underperformance (Li, Ng & Skitmore, 2013). The common indicators of time, budget, scope and quality have dominated performance measurement in the construction industry, but they can be considered insufficient (Monghasemi *et al.*, 2015).

Project performance is measured and considered through a variety of indicators of performance that are related to numerous groups such as budget of the project, timelines of completion, project quality, satisfaction of the beneficiaries, changes by the customer, performance of the business, dimensions of health and safety. However, in projects dealing with construction, the four main measures are time, scope, budget and

project quality (Sibiya, Aigbavboa & Thwala, 2015). Since the failure to look into stakeholder interests and views negatively affect the performance of the project (Li, Ng & Skitmore, 2013), stakeholders' participation is considered to play a critical role in project performance (Kibera, 2013).

Stakeholder participation is a requirement in Hong Kong for various construction projects to ensure that they are completed successfully. However, involvement of stakeholders in some cases is not as it should be, this is simply because of the difficulty in considering all the divergent views of the different stakeholders when it comes to resources, needs and expectations of the society, growth of the economy, sustainability of demands for city growth and eventually changes in the market (Li *et al.*, 2013).

Stakeholder participation in developed countries entails gathering and analyzing stakeholders' perspectives from the beginning to the end of a project in order to assist those making decisions in establishing the best solutions that satisfy the various interests of society, whereas in developing countries, the involvement mechanism is only in place during the project phase for the purposes of environmental impact assessment (Li *et al.*, 2013). In addition to the mentioned traditional measures of performance, Akbari, Khanzadi & Gholamian (2018) puts emphasize on other KPIs namely: appreciation by the client of the project; appreciation by the personnel in the project; appreciation by the users'; appreciation by the partners in the contract; and most importantly appreciation by the key stakeholders. The assessment of projects performance involves every stakeholder and successful assessment differs from stakeholder to stakeholder in terms of what and how they see it, such that some projects have been successfully implemented by the project managers but are poorly received by customers (Cserhádi & Szabó, 2014). Therefore, the criteria for measuring performance must reflect the different views of the stakeholders.

The traditional dimensions of measuring project performance; meeting time, budget and performance are insufficient and biased to cater for different aspirations for different stakeholders (Shenhar *et al.*, 2010). Meeting project resource constraints of time and budget are one aspect while meeting project specification is another aspect. These numerous indicators have been put forth to show the successful performance of a project with the key ones being meeting the timelines, project budget and performance goals, however, varying stakeholders look at the performance of the project differently (Cserhádi & Szabó, 2014). Due to these, there is the varied definition of project performance which includes different levels of acceptance for four varying stakeholder groups; the client, the developing firm, the project group and the end-user (Shenhar *et al.*, 2010). Literature review from different studies clearly shows that in construction projects, measurement of performance is now taking the route of qualitative and quantitative measures and moving away from the usual performance indicators (Ogunlana, 2016).

The focus of project performance metrics is on the project's impact at a certain moment in time or over a predetermined period of time (Njogu, 2016). The project's value effects ought to outweigh the expense of the intercession. The success of a project is closely correlated with its performance. The project management methodology principles, the implemented control mechanisms, and the project teams' competence all play a part in the achievement of the development (Samuel, 2012).

1.1.2 Stakeholder Participation

Stakeholder participation describes the range of approaches and practices that an organization uses to connect with stakeholder (Strand & Freeman, 2015) with a variety of goals which include: transferring organizational accountability and responsibility to

stakeholders; get stakeholder approval and views, mitigate risk, mend organization reputation and achieve organizational goals (Kibera, 2013). Meeting customer satisfaction will show the ability of the projects to achieve set standards, how they meet customer's needs and solve problems. Customer satisfaction involves a variety of measures; a priori measures that specify characteristics of the planned product, meeting customer performance specifications, functional requirements and technical specifications (Li *et al.*, 2013). Thus, the current approach to stakeholder management is to move away from tactical approaches that are one-off issues of project-based stakeholder management interventions and toward strategic and systematic, holistic, firm-wide stakeholder involvement (Sinclair, 2010). Thus, stakeholder participation involves creating partnerships where each partner is responsible for a specific achievement in the project, and thus the stakeholder should hold themselves accountable for the performance of the project (Uzonna & Budak, 2013).

The performance of most projects in companies working on the projects depends heavily on stakeholder engagement. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways. This may be accomplished through combining resources, planning initiatives ahead of time, disseminating knowledge, advising, making choices, collaborating, and inspiring others. When a project adheres to the timeframe, stays within budget, is completed in accordance with the previously established requirements, and meets stakeholder expectations, it is said to have been successfully completed (Ali, 2016). Stakeholders' participation in a housing project is assumed to ensure that development of the project is demand driven and eventually performs to meet the expectations of the beneficiaries and the project team. There are numerous stakeholders in any given project, such as beneficiaries, designers, contractors, advisers, building

managers, specialists and supervisors, from different disciplines. There can arise divergent interests and objectives from the numerous stakeholders which may clash (Tabish & Jha, 2011).

The term stakeholder emerged in the 1960s and arose because managers needed to comprehend what pertained to employees, lenders, suppliers and shareholders, so as to come up with objectives that would gain support from the stakeholders (Sinclair, 2010). Stakeholders are entities that can have an influence on a project from the planning stages to the outcomes, whose environment is significantly touched by the project, either positively or negatively, and who directly or indirectly profit from or bear the expenses of the project. They are government contractors, members of the community, special interest organizations like NGOs, the press and mass media, and other interested parties (Li *et al.*, 2013).

Incorporation of stakeholder's views in the process of making decisions for the projects seems to enhance organizational performance and commitment. Incorporation and stakeholders' participation should be the first proceeding for such a project for the numerous co-players to get to know each other and understand their roles towards the accomplishment of the project (Uzonna & Budak, 2013). Advances in stakeholder participation have evolved in recognizable phases since the 1960s. The awareness phase was first in the late 1960s followed by the incorporation of local perspectives in planning in the 1970s. Development of techniques appreciating local knowledge with rapid and participatory appraisals was embraced in the 1980s. In the 1990s, there was an increase in the use of participation as a norm for a sustainable business agenda. From here, the best practices agreed upon by consensus were evaluated for mistakes and performances (Cserháti & Szabó, 2014).

When stakeholders participate actively in programming, there is a high chance for the project to go through. According to DFID (2010), a few stakeholders can intrude and obliterate other stakeholder's participation in the project with or without intent causing negative effects to the project. Behaviours like authoritarian implementation of decisions, unethical conduct, inefficient management, inadequate training and hesitance in attending project workshops and forums where stakeholders are participants because negative effects to the project. Finally, if long term success is to be achieved in stakeholder's participation, it will require institutional reforms where previous governance policies was reviewed to create better policies advocating for social accountability, responsibility and understanding agreeable by all stakeholders while upholding mutual trust (Uzonna & Budak, 2013). A good example is in the construction industry where stakeholder contentment is said to be achieved when prior expressed expectations are met in every actual stage of the project's life cycle (Li *et al.*, 2013).

The project team has a duty to analyze and engage both internal and external stakeholders, to make sure that the requirements and the expectations of the project for all the parties are catered for (Manowong & Ogunlana, 2015). Project stakeholders include a sponsor who can be an individual, a group or an organization providing resources and reinforcement while remaining responsible and accountable to achieve desired performance. Customers, beneficiaries, or users use the program's service, result, or product, while project stakeholders participate in the formulation of the development problem, proposed development solution, and effectiveness of its implementation (Cserháti & Szabó, 2014).

According to Bal *et al.*, (2013), the stakeholders' engagement in the step-by-step project's life cycle leads to effective project performance. When stakeholders

participate in a project, measurable benefits to the wellbeing of the stakeholders and enhancement of their project ownership can be felt. DFID (2020) has outlined four operational areas; policy as well as planning, organizational development, monitoring, evaluation and implementation that stakeholders in collaboration with the youth can make great impacts. Stakeholders and youths' involvement in programming can help create program's sustainability. In addition, when stakeholders participate there is a strong sense of project ownership and more effort to achieve objectives (Waligo, Clarke & Hawkins, 2014).

In virtually every project, there exist various stakeholders who have interests, expectations and influences that must be involved in the process of managing the project (Yang *et al.*, 2011). Thus, projects whether small or large must emphasize stakeholder participation to generate awareness, set realistic expectations, increase project support and minimize resistance while ensuring desired performance (Kibera, 2013). Project stakeholders comprise of all project team members and all groups that are interested whether macro or micro to the organization affairs. Stakeholder refers to any person, group or business that has a stake in an enterprise and its development and will receive costs or benefits from the undertaking, however, the term stakeholder now refers to any entity whether real or incorporate (Kibera, 2013) whose participation stem from their interests or can arise from a host of other motivations.

In this study, stakeholder Involvement in project planning activities involves identification of the project's objective, the specification of required project resources and their allocation and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. The benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process or outcome, an increase in commitment to the project

objectives and processes, and heightened credibility of the project's outcome. Nobeoka and Cusumano (1995) argued that stakeholder involvement impact of different project goals on software project planning and resource allocation decision and, in turn, on project performance. Harold (2003) argues that stakeholder involvement in planning involves stakeholder involvement in determining how to plan, developing the scope statement, selecting the planning team, identifying deliverables and creating the work breakdown structure, identifying the activities needed to complete those deliverables and networking the activities in their logical sequence, estimating the resource requirements for the activities, estimating time and cost for activities, developing the schedule, developing the budget, risk planning; gaining formal approval to begin work (Rosario, 2000).

1.1.3 Ngara Park Road Housing Project in Nairobi City County, Kenya

The government's first project under the Affordable Housing Program is Park Road. There will be 1,370 apartments in this integrated human settlement project, which is situated in the Ngara neighborhood of Nairobi (World Bank, 2018). By the year 2029, this infrastructure financing gap is anticipated to close by at least \$40,000. However, the Kenyan government is displaying worry in the PPPs due to the rise in the demand for high-quality and reasonably priced services from its citizens. The rural- urban migrations are causing a strain on infrastructure and housing since these 30% migrants have to be accommodated in the already congested urban cities. This calls for government intervention in building affordable housing for its citizens in these urban areas. More so, the connections between infrastructure and the Kenyan construction industry (KCI) being a contributor of 7% GDP in the country and employing more than one million people is significant (Chileshe, 2020).

According to Van Noppen (2012), the cheapest houses in Kenya cost around \$23,000, an amount that low-income populations cannot yet afford. In Nairobi alone, there is an annual housing deficit of 85,000 units because only 35,000 housing units are built to meet a demand of 120,000 housing units. House rents have risen by 100 percent due to an increase in demand for housing units that has not been met by an increase in supply. As a result, low-income residents have been forced to leave formal housing markets in order to survive in slum areas. The number of housing units being built has not met estimates, leaving a shortage of 156,000 units (Benazeraf, 2014). KNBS estimates that the industry expanded by 4.8% in 2012. The real estate industry expanded by 4.8 percent between 2011 and 2012, with the total value of public and private buildings (Githenya & Ngugi, 2014).

1.2 Statement of the Problem

The Ngara Park Road housing project function poorly as a result of delays, cost overruns, and low quality negatively affect the general social welfare of the populace. According to building industry laws in Kenya's largest cities, The Ngara Park Road housing project falls short of the necessary criteria. This is apparent through cost overruns, delayed construction completion, unsafe structures, expensive maintenance expenses, and unsatisfied customers (Githenya & Ngugi, 2014). Just 228 affordable housing units have been built by the government thus far, which raises questions about the lofty goal of 500,000 homes by 2022. The 228 apartments that have already been delivered are situated on Park Road in Ngara, Nairobi. The National Treasury claims that the dwellings are among the 1,370 units that were planned to be built on the plot of land in Ngara during the 2018/2019 fiscal year, but the bulk of them are still incomplete (National Treasury, 2022).

The Ngara Park Road housing project is experiencing both a late accomplishment date and cost overruns, despite the fact that time and money are two of the key metrics of performance. The project, whose first phase was scheduled to be completed in September 2019 and the second in June 2020, failed to meet both of these deadlines, according to *Africa Habitat Review Journal* Volume 14 Issue 1 (May 2020), because major stakeholders were not sufficiently involved in the project's financing. After certain groups filed a lawsuit to prevent the necessary 1.5% charge on every paid person in the nation, the government's plan met opposition when trying to create a fund to the housing project. This was mostly caused by the absence of stakeholder input when developing this financing arrangement. A study on *Affordable Housing in Kenya: Status, Opportunities and Challenges* projects the quality and budgeting of this project may fall short as the voluntary contributions may not be sufficient to mean the project budget (Kieti, Rukwaro & Olima, 2020).

Due to the variety of concerns held by various stakeholders and the significance these issues play in determining overall happiness, there may be mismatches in stakeholder satisfaction levels. According to multiple studies, incorrect management of the different stakeholder concerns as well as expectations during the project's existence and execution directly contributes to project failures. Be aware that there is no assurance that public engagement will result in a jointly satisfying solution because the interests of many stakeholders will always differ and clash (Li *et al.*, 2013).

The three primary indicators of a project, cost, time, and specification, have received the most attention in empirical studies on housing projects (Davis, 2014). The majority of inhabitants judged their housing units to be either good or unsatisfactory, according

to Ameh and Odusami's (2014) study on state-subsidized housing in Nigeria, at varied degrees of satisfaction based on duration of residence, educational attainment, age, and marital status. On the other hand, the approaches taken to draw conclusions were different.

1.3 General Objective

The aim of this study was to investigate the effect of stakeholder participation in the performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya.

1.3.1 Specific Objectives

The study was guided by the following specific objectives:

- i. To determine the effect of stakeholder participation in project identification on performance of the Ngara Park Road Housing Project in Nairobi City County
- ii. To examine the effect of stakeholder participation in project planning on performance of the Ngara Park Road Housing Project in Nairobi City County
- iii. To investigate the effect of stakeholder participation in project implementation on performance of the Ngara Park Road Housing Project in Nairobi City County
- iv. To establish the effect of stakeholder participation in project monitoring on performance of the Ngara Park Road Housing Project in Nairobi City County

1.4 Research Questions

- i. What is the effect of stakeholder participation in project identification on performance of the Ngara Park Road Housing Project in Nairobi City County?
- ii. How does stakeholder participation in project planning affect performance of the Ngara Park Road Housing Project in Nairobi City County?
- iii. To what extent does stakeholder participation in project implementation affect performance of the Ngara Park Road Housing Project in Nairobi City County?

- iv. What is the effect of stakeholder participation in project monitoring on performance of the Ngara Park Road Housing Project in Nairobi City County?

1.5 Significance of the study

The research offers greater competence and evidence-based understanding of stakeholder involvement in housing projects and how it influences project performance. The report will encourage researchers to do further research on stakeholder involvement in housing-related initiatives.

This research will educate Kenyan project managers of housing projects and other projects in general on stakeholder identification and analysis, stakeholder consultation, stakeholder relationship management, and how information disclosure affects the performance of housing projects. Additionally, management of housing projects was in a better position to put the study's suggestions into practice, which was crucial for improving the performance of housing projects.

This study is of importance and knowledgeable in the field of project management where it will make better intervention's sustainability. The information obtained from this study was useful to researchers, project implementers, donors, program exponents and also building advisers to adjust precisely how development is viewed more so in development projects in the rural regions.

It is also hoped that this study would help in creating opportunities for partnership amongst stakeholders to implement projects here in Kenya and protect the interest of unborn project ideas by ensuring they meet required standards.

Lastly, scholars, researchers and students interested in this field may also obtain information showing the gaps that require more research.

1.6 Scope of the study

The investigation is a case study of the national government's affordable housing project. These projects entail the construction of housing estates and buildings that will eventually be occupied by citizens.

The study focused on the stakeholder participation aspects within the public sector. Public-sector construction projects seek to maximize social welfare and therefore they are distinctly different from private sector construction. These projects necessitate public participation, which necessitates stakeholder involvement in the project management process.

The study only looked at certain aspects of project management processes; project identification, planning, and implementation, as well as accessing and evaluating project performance. The study will exclude any other aspects of the project management process. The study's samples included the community, project sponsors, contractors, government officials, and the project team because they are perceived to be interested in the project's performance.

1.7 Limitations of the Study

Some participants were not willing to take part in the research due to perceived loss of proprietary information. Individuals did not willingly participate in the study because they were concerned that interest in their activities would lead to information leaks. In such instances, the researcher informed them of their right to do so and thereby sought for more participants in the project to attain the desired sample size.

Non-cooperation and non-responsiveness from the individual as a whole may arise through delays, deferments or even stopping the data collection. This, in turn, may have affected the study findings; therefore, the researcher deliberately contacted more participants in anticipation of possible non-cooperation.

The study's data collection method was limited to the use of questionnaires. Most respondents were hesitant because some of the variables were directly related to project's management; however, the research overcame this by explaining to the participants that the research was specifically and solely for educational purposes.

1.8 Organization of the study

The study is arranged in a step-by-step fashion, beginning with the methodology's introductory components. The introductory chapter focuses on the study background, statement of the problem, research objectives as well as research questions, significance of the study, scope of the study, and limitations or constraints of the research.

The second chapter presents a review of the literature on management theorists' theoretical frameworks. As the chapter ends, a proposed conceptual framework is presented after a critical review of the theories.

The third chapter describes the study's methodology. A focus is made on the target population and sample design after a specification of the design. The remaining three elements will concentrate on data collecting, research tools, and methods and tools for data analysis.

The fourth chapter of this project presents data analysis, interpretation, presentation, and discussion of research findings from the collected data.

Chapter 5 summarizes research findings, conclusions, recommendations, and ideas for more study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The theoretical foundation for the study is introduced here, followed by empirical studies elaborating on stakeholder participation in the performance of the Ngara Park Road Housing Project in Nairobi County, Kenya.

2.2 Theoretical Review

Theoretical foundations come from stewardship, systems, ladder of participation, and stakeholder theories. The main theory of the study was stakeholder theory.

2.2.1 Stakeholder Theory

This idea, which was proposed by Evans and Freeman in 1988, Freeman in 1984, and Donaldson and Preston in 1995, appears to differentiate between the obligations and expectations of the stakeholders in virtually any agency. A management philosophy known as the stakeholder viewpoint, which is disturbed with ethics and morals in project or task management, has its origins in management literature. In order to develop scoring chances that stakeholders may support, managers needed to comprehend the concerns of shareholders, employees, debtors, and suppliers, which led to the first use of the term "stakeholder" in the 1960s (Sinclair, 2010). Stakeholder approach points highlight the relationship between business and other groups with a direct or indirect interest in it, such as clients, employees, suppliers, sponsors, and the community (Freeman 1984).

A stakeholder was originally outlined as any individual, group, or organization that can be directly or indirectly affected by or affect the performance of a project (Freeman

1984); however, the term stakeholder now refers to any entity, real or fictitious, whose participation stems from their interests or can arise from a variety of other motivations, or perceives themselves to be impacted by a activity, decision, or outcome of a program or project (Kibera, 2013). This theory helps identify important stakeholders and categorizes them based on their impact on the project, their level of involvement (main or secondary), or their connection to the project (internal or external) (Menoka, 2014). Stakeholders may have an impact on a project from the beginning to the end; they can also affect how the project affects their surroundings and how it affects them directly or indirectly (Li, Ng & Skitmore, 2013). It is evident that incorporating the views of the stakeholder in the process of decision making seems to enhance organizational performance and commitment (Sinclair, 2010). Stakeholders' participation should be the first proceeding for such a project for the numerous co-players to get to know each other and understand their roles towards the accomplishment of the project by (Uzonna & Budak, 2013). They acknowledge that stakeholders' involvement in the initial stage helps to identify weaknesses of the project design, take precautions and make changes before actualization of the project. Through consultations at this initial stage, concerns and experiences of the stakeholders regarding poverty can be noted (Morrow, 2006). The goals of project planning, project start, project approval and project identification, are unquestionably informed by this idea. This is taking into account the fact that a project's life cycle and all of its stages include a lot of decision-making. This theory places a lot of emphasis on how decisions are made, making it applicable to the study since it advances all of its goals.

2.2.2 Ladder of Participation Theory

This theory was developed by Arnstein (1969). Many of these typologies developed to explain the participation are purely descriptive in their attempts to explain why desired

outcome may or may not be delivered through engagement in some situations. According to this idea, participation refers to activities in which members of the public and stakeholders participate actively or passively in decision-making via discussions or two-way interactions (Reed *et al.*, 2018). The ‘ladder of participation’ does not just describe the different types of engagement but rather tries to explain theoretically why lower levels of engagements have undesirable results (have arguably been associated with manipulation), putting forth the need to use engagement modes that are more considerate and co-productive (Arnstein, 1969).

The levels of participation range from the lowest levels of manipulation and therapy, which represent non-participation, to the middle ground levels of information consultation and placation, which elicit levels of tokenism, to the highest levels of partnership, delegated power, and citizen control, which define the levels of public liberty in which stakeholders can participate (Reed *et al.*, 2018). These levels represent various unique approaches to enhancing stakeholder participation in projects and shows that involvement of the community can take various forms in various phases during the project’s life cycle (Arnstein, 2019).

The theory has several limitations, one of which is that in many projects, stakeholders are given unequal power in participation at different stages of the project life span, whereas the school of thought strives for comprehensive engagement at all stages of the project (Fraser *et al.*, 2016). Local communities may, in many cases, play an inactive role in the project’s judgement call, making plans, able to monitor, and assessment. Finally, the participatory process has occasionally failed to meet the expected or desired outcomes of its participants, or has resulted in unfavorable incidental outcomes (Reed

et al., 2018). Furthermore, they point out that the original ‘ladder of participation’ conceptualizations tends to merge typology and theory studies, describing what is possible while attempting to recommend ideal types based on what should in theory work, which dilutes the theoretical foundation.

The other objectives cannot be informed by this theory since integrating lower-level stakeholders in planning, initiation, and approval might have negative effects because they are more susceptible to manipulation. The purpose of project identification is based primarily on this notion since the lower level has little formal decision-making authority.

2.2.3 Systems Theory

Grounded on the theories of von Bertalanffy as well as other ecologists that linked organizational traits to those of a living being, this concept was developed (Rosenzweig & Kast, 1972). Systems have components that are connected to one another in certain ways. Therefore, organizations are a specific type of open system that shares some traits with all other open systems, including the transformation of input into a product, the output of the product. Open systems are characterized by differentiation, equitinality, equilibrium, destructive fractal dimension, and reactions. These systems can stay alive and strengthen internal sequence as long as they import more energy from ambient than they actually spend during the transformation and exportation processes. The feedback principle is linked to information insight, which would be a type of transmitter to the structure about environmental factors and the fully operational of s in regards to its surroundings. This knowledge feedback can help the processes to reimburse for changes in the environment or malfunctioning, sustaining a steady state of homeostasis. This, on the other hand, is a state that the ratio as opposed to a static equilibrium. Open

systems are never at rest because of the kinetics of subcomponents and the correlation between development and sustainability. Instead, they often seem toward explanation or justification and distinctions. Eventually, some other feature of open platforms is the fundamental premise of necessary and sufficient conditions, which states that systems can arrive at the same final position from different premises and via different evolutionary trails (Kahn and Katz, 1978).

The systems can run continuously in a favorable environment. In no uncertain terms, the environment is important (Besio & Pronzini, 2011). Furthermore, when diverse agents and nonlinear interactions are included in learning, self-organization, system emergence, and evolution among interdependent systems are felt. Self-organization is the ability of an organization to develop dynamic and stable organizational patterns through the interactions of local agents (McDaniel, Lanham & Anderson, 2009). If organizations are seen from a system theory perspective, they were examined as social systems. Self-organization, complexity, and reflection ideas will make more sense if they are in line with the ideas of the system. In systems theory, organizations are considered as independent systems that are apart from their environment (Besio & Pronzini, 2011).

This theory supports the goal of project implementation because, similar to the theory that contends that systems are made up of interdependent parts that interact in some way, the formation of various actors and departments is necessary to start a scheme and convert inputs into yields.

2.2.4 Stewardship Theory

The communally accountable argument was established to evaluate circumstances when senior management acting as trustees has a significant motive to advance and profit from their core values. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization (Welchman, 2012). The theory offers a more thorough conceptualization of the principal-agent interaction (Keay, 2017).

Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors (Davis, Schoorman & Donaldson, 1997). Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization. As a result, the agents attribute the organization's success to themselves, which contributes to their own self-concepts and how they perceive themselves (Van Puyvelde *et al.*, 2012).

According to the theory of stewardship, a steward has a collective behavior because there is a determination to achieve the organization's interests and there is no conflict of interest when choosing between self-serving behavior and pro-organizational behavior (Van Puyvelde and colleagues, 2012). The stewardship theory become widely accepted due to the limitations of the agency theory and some authors sees it as complementary theory The assumptions in agency theory on utility motivations that

were individualistic resulting in principal-agent conflicts with managers prove that agency theory cannot be solely relied on as it ignores how organization lifecycle can be complex (Davis, Schoorman & Donaldson, 1997).

In order to achieve public norms for sustainable usage and responsible intergenerational relations, governments are under pressure to enhance the performance of their assets on economic indicators. Significant infrastructure assets are controlled by a variety of corporate and governmental organization types, each of which has a unique function in ownership, policy, and upkeep. Stewardship theory has emerged as a useful concept for comprehending government configuration characteristics which demonstrate principal and agent relationships in maximizing the agent as they act in the principal's interest (Mills & Keast, 2009).

From the public sector point of view, stewardship theory undermines the need for private sectors to be viewed as public sectors since public goods are the main bases of the theory. Currently, stewardship plays the role of a guiding principle or a public standard, and has developed as a response to broader initiatives concerning long-term effects in sustainability of the environment, intergenerational responsibility and managerialism (Cullen, Kirwan & Brennan, 2006).

The limitation of the stewardship theory is that there is a need for the appropriate governance structures to be enacted within the organization to safeguard the interest of stakeholders (Donaldson & Davis, 1991). These structures will facilitate and provide concise, consistent role expectations and give authority, motivation to senior management. Secondly, a lot of stewardship theory studies that exist in the public sector

provide findings that are mixed where sometimes they support the agent theory elements and sometimes criticize the elements (Schillemans & Bjurstrøm, 2019).

The goal of project planning and project monitoring is supported by this notion. This is due to the fact that choices at these levels tend to be led by management, and this idea stresses that managers should be guided by their principals' aims rather than their own personal interests. Managers should prioritize organizational goals over personal interests while organizing and evaluating the execution of initiatives.

2.2.5 Sustainability Development Theory

This study was anchored on the sustainability development theory spearheaded by Doctor Gro Harlem Brundtland in 1987. The theory contends that resources in the environment in which humans live are finite, and that population tends to rise faster than resources. This is still true today in an overpopulated world where resources are being depleted at an ever-increasing rate. There is no time for the planet to regenerate. The intention of sustainable development, according to the concept, is to start managing the change process rather than to designate a predefined end goal. It recognizes that there are unknown variables, demanding ongoing and flexible procedures. It also promotes differences and diversity within the local context. Concern of the social, financial, political, and ethnic relationships essential to the progress agenda is inherent in this concept.

According to this idea, sustainable development necessitates a big-picture approach to global thinking and community action, as well as a constant focus on and fine-tuning the little details of the interactions that eventually define the environment. Project management necessitates three critical competencies: contextual, behavioral, and

technological knowledge. In terms of a sustainable approach to community development, project leaders and teams demand a greater degree of contextual competency, not to mention behavioral and technical competence (Beata, 2014).

Sustainability theory is applicable in this investigation as it suggested that the concept of sustainability is about individuals being capable of maintaining and preserves the project or outcome of the program using their respective resources or assets while not jeopardizing future generations' needs. The effective and efficient use of these resources benefits local communities in the long run. Following the environmental assessment process (environmental screening, environmental scoping, environmental impact prediction, and post-EIA project review) during project implementation would result in more sustainable infrastructure projects.

This theory underpins the dependent variable of project performance. Projects must be grounded in sustainability theory in order to be sustainable and beneficial. The theory assists project developers in developing appropriate projects that are well thought out in terms of the needs to be addressed and the project's impact.

2.3 Empirical Review

2.3.1 Stakeholder participation in project identification and project performance

Research by Galaz (2015) looked at how stakeholders who opposed expensive measures rejected choices made at a water common-pool resource institution in Sweden". All project stakeholders are now using a participatory method to guarantee that requirements and gaps are recognized, and that implementation opposition was almost nonexistent because everyone was participating. This notwithstanding, it is difficult to have all the stakeholders satisfied in choosing the kind of the project as different stakeholders have different interests as discussed by adoption (Kibera, 2013).

Participation where there are conflicting interests increases the time taken to make decisions and often results in unsuitable compromises.

Through the use of community leaders, Ali (2019) looked at how stakeholders impacted CDF project performance and found that scheduling and planning had an effect on how well the Wajir West Constituency development project fund performed. He came to the conclusion that planning has a considerable favorable influence on CDF agenda execution. Kibera (2013) examined the execution of the Kenyan ICT project and discovered that stakeholders (beneficiaries and end users) involved in this phase of developing information systems significantly aided in the system's implementation. Numerous studies have shown that stakeholder's participation in the project can subsequently lead to a high rate of acceptability and implementation of the project (Abdallah & Otieno, 2017).

In the past, most of these projects would evaluate a project based on its scope, time, and cost and conclude that it was a success. When expressed using traditional project management measures, characteristics such as stakeholder relationships, project commitment, roles and participation levels within the organization's resource base are not included in the project. The government's affordable housing project and its success are the study's key concerns; Ngara Park Road in Nairobi City County, Kenya, is used as a case study.

2.3.2 Stakeholder participation in project planning and project performance

The engagement of stakeholders is critical in the execution of a project in an organization, according to Matu, Kyalo, Mbugua, and Mulwa (2019). According to their results, including stakeholders in planning of project has a positive effect on the accomplishment of urban road infrastructure Kenyan development projects. The

objective of this study was to determine the influence of stakeholder participation in project planning on the completion of urban road transport-infrastructure projects in Kenya. Pragmatic research paradigm was utilized for this study to facilitate mixed research methods. The study adopted descriptive survey and correlational research design. The target population was 1593. A sample size of 309 respondents was drawn utilizing purposive and simple random sampling procedures. A five point Likert type scale questionnaire was used to collect quantitative data while interview guides were used to collect qualitative data. The study found that stakeholder participation in project planning had a positive and significant influence on the completion of urban road transport infrastructure projects in Kenya. $R^2 = 0.703$ indicating that stakeholder participation in project planning explains 70.3% of the variations in the completion of urban road transport infrastructure projects in Kenya. The study concluded that stakeholder participation in project planning significantly influences completion of urban road transport-infrastructure projects in Kenya. The study recommends the need to increase training and awareness on participation in project planning. The study also recommends the need to develop a guiding policy document detailing the importance of stakeholder participation in road construction life cycle in order to curb any future misgivings in implementation of these important socio-economic projects.

According to Nyabera (2015), project execution is closely tied to stakeholder involvement in project planning. In essence, the direction of the project is affected by including stakeholders in the planning stages. Community participation in the planning phase should involve a wide range of stakeholders with unique roles and responsibilities at this point of the life cycle of a project. Lack of proper planning greatly lowers the project's chances of success and completion.

In their 2017 investigation of public infrastructure projects, Onyango, Bwisa, and Orwa found that participatory planning significantly impacted the success of road improvements. The study, which was conducted in Kiambu County, employed a descriptive survey methodology and came to the conclusion that project managers needed to include decision makers in project management and activity planning. Stakeholder participation in planning phases is especially important when interested parties will play a significant role in project performance (Paton & Andrew, 2019). Moreover, the engagement of different principals in the early stages of any project is critical for kicking-starting project activities. According to an investigation carried out in Rwanda to examine the involvement of participation of stakeholder and its relation to the outcome of the WASH project, stakeholder participation in the planning stage was positively related to the project's performance. The study by Paton and Andrew (2019) was conducted in Rwanda and focused on the involvement of stakeholder participation and its relation to the outcome of the WASH project while the current study looked at project planning and performance of projects.

Muute (2019) set out to investigate how project planning procedures affected the success of building projects in Kenya's Nairobi City County. The study's findings showed that most businesses view human resource management as playing a crucial role and that most businesses train their project teams. The findings showed that the project was being completed without much difficulty and that the planned finances were sufficient to finish the project. The analysis also showed that the project's outcome had been clearly specified and that all of the material resources allotted had been used. The survey also discovered that good project planning was being done. It was also obvious that throughout the planning phase, the activity length, time schedules, and project scope had all been accurately determined. The study came to the conclusion that

planning for human resources, managing time, planning for materials, and planning for finances considerably and favorably affects how well construction projects operate. According to the study's findings, construction companies should implement appropriate training programs that are ongoing to help the sector's human resources grow. The study found that project scope and schedule should serve as the foundation for cost estimation. The study did not investigate how the creation of time planning affected the success of construction projects.

2.3.3 Stakeholder participation in project implementation and project performance

In Kenya's transportation sector, Karimi (2017) studied how implementing enterprise resource planning affected organizational performance. The study used a descriptive methodology. 300 respondents from the management teams of small and medium-sized businesses (SMEs) made up the research population. The approach of “stratified random sampling” was used in the investigation. To collect primary data from the respondents directly, a questionnaire that included both open-ended and closed-ended questions were utilized. In the study, multiple regression analysis was employed. The study discovered that Enterprise Resource Planning (ERP) adoption in the transportation industry is influenced by communication, training, top-level management support, and management abilities. The previous study and this study had different conceptual approaches. The previous study looked at how implementing enterprise resource planning affected organizational performance in the transportation sector, whereas the present study looked at how implementing projects affected the performance of those projects.

The Hand in Hand Eastern Africa, Kiambu County, young mothers' project, was the focus of Kiragu's (2015) investigation on the effects of project implementation tactics

on community project performance. In this study, Hand in Hand Eastern Africa's initiative for young mothers in Kiambu County, Kenya, was used as a case study to explore how project implementation tactics affect community project performance. According to the report, the Hand in Hand Eastern Africa young mothers' initiative in Kiambu County performed well across all four independent variables on project implementation methodologies. Therefore, the four hypotheses examined on the impact of the resource management strategy, monitoring and evaluation strategy, project design strategy, and stakeholder engagement strategy on the performance of the community project were not disproved. The previous study examined the effects of project implementation strategies on the effectiveness of community initiatives, whereas the current study examined the impact of project implementation on the performance of projects.

An evaluation of the factors influencing the delivery of housing projects in Kenya was conducted by Githenya and Ngugi in 2014. In the study, descriptive analysis was performed. Project manager questionnaires were used to gather data. To determine the factors influencing the execution of housing projects, data was gathered and analyzed using the SPSS computer package. The study discovered that the housing projects' implementation in Kenya is significantly influenced by project control, project planning, project management competency a motivated project team, and. With a correlation value of 76.6%, project control measures were determined to be the most important factor impacting the housing projects' implementation in Kenya. The study focused on the determinants of housing projects' implementation in Kenya while the current study investigated the effect of project implementation of performance of Ngara Park Road Housing projects.

According to a study conducted by JICA (2009), stakeholders are primarily involved in the project's implementation stage. Stakeholder involvement and project performance have a positive link, according to a Rwandan study that looked at the impact of stakeholder involvement on a WASH project's implementation (Kobusingye) (2017). In addition, the study showed that stakeholder involvement took place in tasks including material procurement, resource coordination, human resource management, risk assessment, and project implementation in line with the project plan.

Project plans are converted into project activities during the implementation phase, according to a study conducted by Nyandemo and Kongere (2010). They also determined that project implementation entails translating project objectives into output. Another research was carried out by Maina (2013) to evaluate the effects of stakeholder involvement in the execution of an Kenyan EPS project. The study's conclusions state that stakeholder involvement led to an increase in the effective execution of EPS initiatives started in a number of schools.

Most studies that exist on stakeholder participation and their impact in the performance of a project focus on developed countries and cannot be efficiently applicable in showing how stakeholders' participation can affect housing project's performance in Kenya. The reexamined study has its focuses on infrastructure projects like road construction projects, water projects and other projects funded by the government.

2.3.4 Stakeholder participation in project monitoring and project performance

Monitoring a project is the practice of routinely compiling data on the performance and development of an ongoing or recently finished project. This comprises a continual process of monitoring project results to make sure they are consistent with the project strategy and objectives, as well as making sure the project is completed within the expressly specified budget and timetable. The study looked at each project's overall

performance and potential for achieving targeted impacts and potential for sustainability. The study results revealed projects with applicable design, competent management, involved relevant stakeholders and used strong monitoring and evaluation system with timely feedback and intervention were on track in terms of performance and had positive outlook for sustainability. The study emphasized on a strong monitoring and evaluation with a feedback mechanism which is able to share best practices and lesson learnt is key to project performance as the project implementers can use the M&E report to adjust the project accordingly.

Meri (2013) conducted research on Nairobi-based international non-governmental organizations' non-profit programs to determine the factors that make monitoring and evaluation systems effective. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization. The ability of personnel to carry out project monitoring and evaluation work, ease of project assessment, accountability in projects, and other factors are only a few examples of how these determinants' success is demonstrated.

Research on participatory monitoring and evaluation for stakeholder participation, project effect assessment, and community as well as institutional learning and transformation was also conducted by Njuki, Kaaria, Chitsike, and Sanginga in 2012. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards

with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization.

In Kenya, non-governmental organizations that are carrying out education programs in Nairobi County were the subject of Chege and Bowa's (2020) analysis of monitoring, assessment, and project performance. The study used a descriptive survey methodology that included key informant interviews and a questionnaire as two ways to collect data. The findings showed that, with a p-value of 0.000, the M&E team's strength was a useful predictor of project performance, and that it could account for 19.4% of variations in project performance. With a p-value of 0.010, the suitability of the M&E methodologies used was a helpful predictor of project success, and 7.3% of the changes in project performance could be attributed to the effectiveness of the M&E team. The researcher came to the conclusion that the effectiveness of monitoring and evaluation is correlated with the strength of the M&E team and the appropriateness of the M&E strategy used. For the M&E team to properly carry out their tasks, which this study has revealed effects project performance and, ultimately, the accomplishment of outcomes, management has to completely embrace and support the team's work. Management also needs to finance the function sufficiently.

Phiri (2015) investigated the impact of project performance monitoring and evaluation: A Case of African Virtual University, Kenya. Results demonstrate that project performance is affected by monitoring and evaluation as a management function. This is clear in processes like M&E planning where, prior to project implementation, acceptable performance measures are established and a timetable for data collection is developed. How data will be analyzed to show project performance is one of the

planning steps for M&E. This strategy includes all necessary steps in M&E planning to ensure enhanced project performance. The results also show that all institutions that were involved in the study participated in baseline surveys, went to M&E training, and were aware of the M&E plans developed by AVU. In regards to the projects under consideration, 92% of respondents on average provided reasonable justifications for their belief that M&E affects project success. For both projects, the Spearman correlation revealed a favorable link between M&E and project performance of 0.6. This study looked at how project performance is impacted by monitoring and evaluation.

A study on stakeholders' participation by watching and evaluation in projects involving vehicles shows that they contribute to performance by identifying challenges around performance. The gap in most of these studies is there is need to domesticate these findings in Kenyan Context and specifically on the affordable housing project by the Kenyan government.

2.3.5 Project Performance

Discussions of project performance have been covered in the literature on project management. The classic definition of project success, according to Carvalho et al. (2015), is the accomplishment of cost, time, and quality objectives (iron triangle). Nevertheless, some studies have looked at new aspects of project success (Rabechini & Carvalho, 2015). As a result, it appears that there is no straightforward description for this creation, which is a multidimensional concept that can be assessed in many projects, from various angles, throughout various phases, and in either absolute or relative terms (Carvalho et al., 2015).

Studies examine their relationship to other constructs as a result. Despite other study suggesting that risk management has a limited impact on project performance, Carvalho and Rabechini (2015) contend that even low levels of risk management planning may be sufficient to attenuate the adverse effects of risk on project success. The contingency approach, which recognizes that project type may impact both project performance and the efficacy of project management techniques, can be used to explain these disparate findings. The emphasis on risk management in these studies leaves out crucial elements of uncertainty management, such as the soft skills of project participants, which are psychosocial competencies which include, among other things, abilities for bargaining, leadership, as well as conflict resolution. This is another explanation for the contradictory results.

The purpose of this study is to fill the gap left by the dearth of studies that confirm the link between sustainability and project success, as noted by Carvalho and Rabechini (2017). The findings support the idea that there has been a positive and significant influence on the constructs. ignoring a cost-related factor that has a detrimental impact on project performance

2.4 Literature Review Summary and Gaps

Despite the fact that many studies have been conducted on stakeholder participation in project performance, few have focused on housing projects, specifically the affordable housing project, which is part of Kenya's big four agenda. Several project selection methods can be employed during the selection of a suitable project. Social analysis is one of the methods whereby it enables the involved organization to examine the suitability and sustainability of the project through examining environmental, social-political, and cultural and the opinions of the stakeholders to the project. The other method that can be employed in the selection process is the beneficiary analysis. This

is the process of obtaining relevant views of the beneficiaries and the critical stakeholders. This study aims to investigate how stakeholder participation affects project performance, with a specific focus on the Ngara Park Road Housing Project in Nairobi, Kenya.

Table 2.1: Summary of literature Gaps

Authors	Study centre	Methodology	Findings	Knowledge Gap	Study Contribution
Ali(2019)	Examine the impact of stakeholders on the effectiveness of NG-CDF developments in Wajir West Constituency.	Descriptive case study of the CDF funded projects in Wajir West County using questionnaires.	Strategic plan has a direct and positive influence on CDF success factors.	The study only looked at financial planning and did not go into detail about the respondents' contributions.	The inclusion of the buyer/beneficiaries in construction projects in the local context.
Ogolla W.(2017)	Assess stakeholder participation in the performance of the NG-CDF in Kenya's Mathira East Constituency	Descriptive case study design on project committee using questionnaires	Stakeholder participation in initiation, planning and approvals has a substantial good effect over the outcome of NG-CDF projects	The study only used project committee members and excluded project beneficiaries	This study focused on all stakeholders involved in the implementation of a housing project.
Onyango, Bwisa & Orwa (2017)	Assess the critical agents that make public infrastructure projects to be implemented	Descriptive survey design that has qualitative and quantitative research	Stakeholder participation in the planning process significantly correlates with	The study focused on broad factors and this is limited to a part of the project stage of planning in public	The interrelationship between the planning and housing projects' implementation on Kenya

	ed here in Kenya	approaches.	project implementation	projects in Kenya	
Njogu (2016)	Stakeholder involvement in project stages and the performance of vehicles carbon-emissions control project in Nairobi city county, Kenya	Descriptive survey design using a questionnaire on several stakeholders	Involvement of stakeholders has a positive impact on the performance of carbon emissions from vehicles	The research dwelled on automobile emission control project and not spread widely to construction projects	This study focused specifically on all stakeholders in the implementation of an affordable housing project.
Heravi, Coffey, & Trigunaryah, 2015	Check how stakeholders involve themselves in planning phase of the project	Descriptive study on companies using a questionnaire in Queensland, Australia.	Low involvement of designers and contract managers in achieving the project	The study used only the perceptions of four stakeholder groups including the owners, developers, project managers, designers and contractors.	The inclusion of the buyer/beneficiaries and sponsors in the project life cycle/phases in the local context
Nyandika and Ngugi(2014)	Stakeholder participation has an influence on the performance of road projects in Kenya, according to the Kenya National Highways Authority.	The data was analyzed using descriptive design	The study finding was that use of training, conferences and awareness creation positively impacts the performance of road projects	Data collection was not all-inclusive of all participants as it was only collected from the employees of KenHA	This study acknowledges all parties and hence their views are taken into consideration

Nyaguthi and Oyugi (2013)	The impact of community participation on the successful implementation of sub-county development fund projects in Kenya	A descriptive research design was used.	The study discovered that in order for projects to be successful, members of the community must be involved, regardless of their influence.	The study focused on CDF projects and therefore cannot be generalized in other projects.	The study focused on the affordable Housing Project
Kibera(2013)	Examine stakeholders JKUAT's Participation in the Implementation of ICT Software Projects	Case study of a university in Kenya (JKUAT)	There is minimal participation in the project stages by the stakeholders	The study focusses on a few stakeholders/users of the information systems in a public academic institution in Kenya.	The inclusion of beneficiaries/end users in a housing project in a local context

Source: Researcher (2022)

2.5 Conceptual Framework

This demonstrates the research problem and opens the door to discussions about the research topic. It is a method of conducting research that is informed by a variety of research traditions and design strategies (Depoy & Gitlin, 2011).

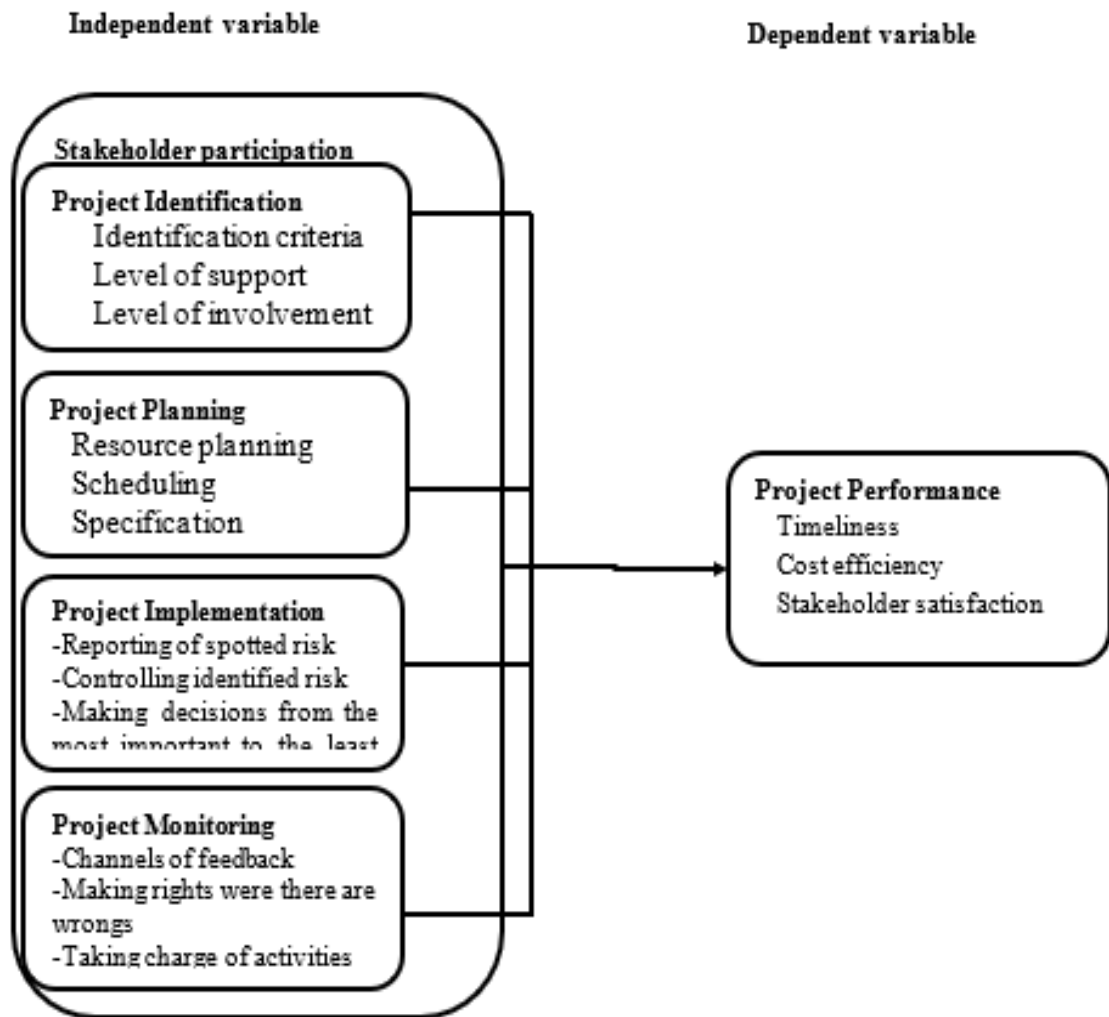


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The entire research design and methodology are covered in this section. The chapter's main features include the population that was studied, defining the sample size, the tools and processes utilized to gather data, the reliability of the research tools, and the statistics applied to data collection and analysis.

3.2 Research Design

A research design is the general direction that a study will take in order to answer a specific research question (s). It outlines the objectives, specifies the data, and considers the challenges while keeping the concerns in mind (Dannels, 2018). The descriptive survey design can provide an accurate profile of events, situations, and people while also allowing for large amounts of data to be collected economically from a large population. This design is advantageous for describing the characteristics of specific phenomena and can generate an exact profile of situations, factors, and events (Sileyew, 2019), and Bloomfield and Fisher (2019) consider the use of description in a study as a precursor to providing explanation research.

3.3 Operationalization of variables

Operationalization is achieved through evaluating behavioural concepts and ideas shown by the concept and the translating them to elements that can be observed and measured to develop an index for measuring the concept (Sekaran & Bougie, 2010). The study adopted indicators from earlier studies as indicated on table 3.1.

Table 3.1: Variable operationalization

Variable	Nature	Operationalization	Measurement
Stakeholders' participation in project identification	Stakeholder Involvement in Project Identification as an Independent Variable	The stakeholder was involved in the decision-making process for selecting the type of house under AHP.	Questions with a Likert scale of 1 – 5
Stakeholders' participation in project planning	Independent	The stakeholder contributes to the scheduling of the AHP in a perceptual way.	Questions with a Likert scale of 1 – 5
project implementation	Dependent	The stakeholder participates in the execution process of the AHP	Questions with a Likert scale of 1 – 5
project monitoring and Evaluation	Dependent	The stakeholder is involved in the AHP monitoring and evaluation process.	Questions with a Likert scale of 1 – 5

Source: Researcher (2022)

3.4 Target population

Study population describes all things that the researcher has an interest to investigate and can be entire or specific group of people, things, or events (Sekaran & Bougie, 2010). The study's target demographic was the Park Road housing project, and

participants included beneficiaries, community members, project contractors, and project managers.

Table 3.2 Target Population

Respondent type	Population
Project supervisors	4
Contractor	1
Beneficiaries	100
Community	145
Total	250

Source: Ngara Park Road Housing Project (2021)

3.5 Sampling design and sample size

Because the study's target population is made up of people from various backgrounds, a stratified random sampling procedure was used. A stratified sampling procedure is advantageous because it improves sample representation and significantly reduces sampling errors on some previously determined characteristics by increasing homogeneity or decreasing subgroup variability (Depoy & Gitlin, 2011).

The researcher used the stratified sampling for three main reasons; for increment of sample's statistical efficiency, for provision of adequate data useful in evaluating the multiple subpopulations or strata, and for enabling distinctive methods of research and processes to be used in various strata (Coopers & Schindler, 2009).

The sample size was determined using Israel's (1992) method, whose main goal is to determine the size of the study's sample depending on the population size chosen.

An appropriate sample size of 10% to 40% of the target population, according to Israel and Glenn (1992), is sufficient for obtaining objective data from the population and is

helpful in generalizing the study findings. The Israel (1992) formula was: $n = N / (1 + Ne^2)$.

Where n is the sample size and N is the population size

e - Error margin (MoE),

$$n=250/ (1+250 \times 0.05 \times 0.05)$$

As shown in Table 3.2, the final sample size was 154 elements, which were allocated across each cluster.

Population Type	Target population	Sample Size	Sample percentage
Project supervisors	4	2	2%
Beneficiaries	100	70	45%
Contractor	1	1	1%
Community	145	80	52%
Total	250	154	100%

3.6 Data sources and data collection tools

The main data sources were the self-administered survey and semi-structured interviews.

3.6.1 Questionnaire

A structured type of questionnaire was important for use in collecting data for the research, and it included closed-ended questions. The structured questionnaire method was chosen because it is a quick way to collect reliable data from a large stratum of people. Further, the questionnaire allowed for a description of the phenomena of interest while carrying out statistical analysis. Also, the structured questions in a

questionnaire were standardized to enable respondents to interpret the questions similarly, a concept that is more useful for research that is descriptive or explanatory (Mkandawire, 2019). In order to avoid the impassiveness that comes with self-administered questionnaires, the structured questionnaire, which is an important instrument for acquiring primary data during the study, was administered by research enumerators. Data were gathered from beneficiaries and the community using questionnaires.

3.6.2 Interviews

The use of a semi-structured interview was recommended for the study because it allows the interviewer to ask questions that directly relate to that specific context of the organization, along with additional inquiries that explore research aims and concerns in light of the circumstances inside that particular organization. In the case of interviews, the researcher sent a list of questions determined beforehand to the respondent personally or through the research assistants during the distribution of the questionnaires (Mkandawire, 2019). Use of at least two methods in data collection helps in complementarity thus bringing together the used methods. The interviews were used on project contractors, and project supervisors.

3.7 Data Collection Procedure

Data was gathered in stages. During the first phase, the researcher became acquainted with the research area and collect relevant institutional-level data to supplement the research proposal. Once this was completed, the researcher obtained university clearance, allowing him to enter the field to collect data. In the second phase, the researcher applied to NACOSTI for approval and a research permit.

The third phase involved raw data collection exercise. At this phase, the researcher secured the services of three research assistants who were part of the process. The data

collecting was formally started after the researcher had trained the study assistants. Before returning a day or two later to collect the completed questionnaires, the research assistants were tasked with delivering the questionnaires and attaching a structured interview checklist to the company's premises. The researcher conducted a 10-minute interview on project contractors, and project supervisors.

3.8 Research instrument validity and dependability

3.8.1 Pilot Testing

Pilot testing aims at checking the accuracy and clarity of responses and evaluating if the questions asked were relevant and appropriate for the context (Guest, 2013). Pilot testing assisted in determining the effectiveness and acceptability of the statements used in the instruments. Before administering the instruments, the information obtained from the pilot study was cross-checked to identify inadequacies and make appropriate corrections to any mistakes on the instruments. Two weeks before the primary research began; a pilot test in the study region was conducted. It included choosing 15 respondents in the Ngara Park Housing Project, or 10% of the total. When performing research, a sample size of 10% of the total was chose (Hertzog, 2008).

3.8.2 Validity

Validity seeks to discuss the critical concern of how a concept relates to its measurement (Depoy & Gitlin, 2011), as well as the issue of the genuineness of the cause-and-effect interactions (internal validity), as well as generalizability in the macro environment (external validity) (Sekaran & Bougie, 2010). Validity tests are classified into three types: context validity, criterion-related validity, and construction validity. Content validity was successfully accomplished by identifying the full domain of the fundamental idea using a literature search and equitably establishing indicators from

previous studies to demonstrate the domains of the notion (Depoy & Gitlin, 2011), and then presenting the designed items or outline for assessment by a panel of experts. The experts read through the instruments and suggested areas of concern which were incorporated in final questionnaire which was used in data collection.

3.8.3 Reliability

Reliability tells us how consistently and steadily the instrument can measure the concept, and it helps us assess how effective the measure is (Sekaran & Bougie, 2010). Examining if there is a high correlation between items and their subsets is a sure way of seeing whether there is homogeneity in the items that construct the concepts for internal consistency. The most popular inter-item consistency, the Cronbach's coefficient alpha, is employed to measure reliability. The best measuring instrument is the one that has the highest coefficients (Sekaran & Bougie, 2010). 0.70 is the Cronbach's alpha coefficient cutoff that was used for confirmatory purposes effectively (Garson, 2013). The questionnaire tool was subjected to a pilot study to determine its reliability. The pilot results were as follows;

Table 3.3 Reliability Results

Objective	Alpha value
Project performance	0.781
Project planning	0.826
Project implementation	0.808
Project identification	0.745
Project monitoring	0.833

The pilot results indicated that the reliability of the project performance was 0.781 using Cronbach's alpha test of reliability; the reliability of the project planning was 0.826; the reliability of the project implementation was 0.808; the reliability of the project

identification was 0.745 and that the reliability of the project monitoring was 0.833. The study results revealed that all the variables gave an alpha test value of greater than 0.70, therefore all the items were regarded reliable hence valid for data analysis.

3.9 Analysis and presentation of data

3.9.1 Analysis of qualitative data

Qualitative data has no known method for which it can be analyzed. Despite this, the substantial procedures available are categorized into three significant types of processes namely; structuring (ordering), categorization (grouping), summarizing (condensation), and of meanings using narrative. Each category can be used independently or be combined with another to help in data interpretation. Following transcription, summarization, categorization, and structuring of the data, inductive and deductive methods were combined to analyze the qualitative data. Pattern matching and explanation building are the deductive-based analysis that was used while template and narrative analysis was used for inductive-based analysis (Saunders *et al.*, 2009).

3.9.2 Analyzing quantitative data

Utilizing both descriptive and inferential analytic methods, quantitative data was examined using Statistical Packages for Social Sciences (SPSS Version 22). The descriptive analysis also includes percentages, averages, frequencies, and standard deviations.

3.9.3 Descriptive statistics

Descriptive statistics are preferred because they aid in the study's ability to clearly describe the population under study. Nominal and ordinal scaled data were analyzed using the frequency table (percentages); whereas interval and ratio scaled data were analyzed using means and standard deviation. Following the descriptive analysis, the

information was presented in a variety of ways, including tabular format, frequency tables and tabular format statistics (Zikmund *et al.*, 2010; Depoy & Gitlin, 2011).

3.9.4 Inferential statistics

Multiple regression analysis was used in inferential data analysis. In this study, a 95% confidence level was used. A correlation coefficient is a tool used to determine the strength of one variable against another, the extent of the linear relationship, and the direction that relationship is pointing. The partial correlation method was used in the study, which looks for the association of two variables while keeping the other factors constant (Coopers & Schindler, 2014). The following regression equation was used;

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = the dependent variable (project performance)

α - the constant term

X₁ – project identification

X₂ – project planning

X₃ – project implementation

X₄ – project monitoring and evaluation

$\beta_1, \beta_2, \beta_3, \beta_4$ are the coefficients of independent variables

ϵ - standard error term

3.9.5 Multiple regression analysis diagnostic tests

Multiple regression model was used in the study and hence its key assumptions was tested. Linearity requires the relationship between the independent and dependent variables to be linear. The linearity assumption was tested with scatter diagram and correlation. Linearity assumption was checked under the threshold of negative 1 and positive 1 on correlation test. On scatter plot, a curving pattern suggests that a linear model may not be the best fit and that a more complex model (for example, a quadratic term) may need to be added (Lind, Marchal & Wathen, 2012).

Normality tests were performed under the null hypothesis that data follows the normal distribution. Normality test was checked by taking a gander at a histogram or a Predicted Probability (P-P) Plot. P-P plot was checked whether the residuals at centered or revolve around the normal distribution line. Ordinarity was checked with a decency of fit test (for example, the Kolmogorov-Smirnov test); however this test must be led on the residuals themselves (Lind, Marchal & Wathen, 2012).

Multicollinearity or excessive correlation amount explanatory variables can complicate or prevent the identification of an optimal set of explanatory variables for a statistical mode. Cohen *et al.*, (2013) definition of variance inflation factor (VIF) is that it provides an index of the amount that the variance of each regression coefficient is increased relative to a situation in which all of the predictor variables are uncontrolled” and suggest VIF to be too large hence not suitable. The commonly used cut-off points for determining the presence of multicollinearity are (tolerance value of less than 0.10, or a VIF value of above 10) (Lind, Marchal & Wathen, 2012).

Homoscedasticity was tested using the Durbin Watson test. This tested whether there is a (linear) correlation between the error term for one observation and the next which

is 2.00 when there is no correlation among residuals hence getting close to 0 when there is positive autocorrelation and beyond 2 when there is negative autocorrelation (Lind, Marchal & Wathen, 2012). A scatterplot of residuals versus anticipated qualities is great approach to check for homoscedasticity. There ought to be no reasonable example in the dissemination; if there is a cone-molded example (as appeared as follows), the information is heteroscedastic.

Independence of variance as an assumption was also tested in the study. A dependence is a connection between study data. Independence means there is no connection. The assumption of independence means that study data are not connected in any way. The observations between groups should be independent, which basically means the groups are made up of different elements. Secondly, the observations within each group must be independent. If two or more data points in one group are connected in some way, this could also skew data. This assumption was tested using T-Tests, in ANOVA tests (Meuleman, Loosveldt & Emonds, 2015).

3.10 Ethical Consideration

The study sought participants to participate voluntarily and information of the right to choose to be taking or not take part in the study must be given. The researcher was required to get a considerable participant to take the place of those who choose not to participate. Consequently, the researcher got permission that is informed from the people to likely participate verbally from the respondents before starting the research. After that, what follows was assurance to the participant by the researcher that any given information was confidential for use of the research only lastly the researcher was responsible for giving full disclosure and material facts to the persons involved in the research.

The researcher sought authority from Kenyatta University Graduate School, a permit from NACOSTI and any required permits, letters and approval from relevant authority before starting the research to ensure the study adhered to set ethical standards.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Analysis of the data, demonstration, and perception of interviewee personal data on important subjects such as demographic trends are all covered in this chapter. It also focuses on the analysis of survey questions and comments to data summarized in table. The purpose of this study was to look at how stakeholder engagement affected the performance housing project; Ngara Park Road in Nairobi City County, Kenya. Data was obtained from the survey using a set of analytical tools (SPSS). For the process of data collection, both open-ended and closed-ended checklist surveys were utilized.

4.2 Questionnaire Response Rate

The 154 respondents were given a final tally of 154 questionnaires. The 154 questionnaires that were distributed to respondents have all been diligently finalized. The providing the relevant information a 100 percentage - point response rate. A number of responses of 100percent in terms seem to be perfect for reporting and analyzing the survey since it illustrates participating member conformance during the research survey. Mugenda and Mugenda (2003) establish a broad standard for gathering and analyzing treatment outcomes. A 50 percentage - point feedback value is called sufficient, 60 percent of total is deemed reliable, as well as 70 percent of total or greater is best accomplished.

4.3 Demographic Information

Participants were asked for broad sense demographic questions such as their age cohort, sexual identity, and marital status, and education status. The significance of this was to lay the groundwork for the study to draw valid conclusions.

4.3.1 Gender of the participants

The gender of the survey participants, as well as their frequency of filling out the questionnaires, was recorded in the study. Table 4.1 summarizes the findings.

Table 4.1: Respondents' Gender

Gender	Frequency	(%)
Male	104	67.5
Female	50	32.5
Total	154	100

The research results show that a majority of survey participants (67.5 %) seem to be male, with the remaining portion (32.5 %) being women. Regardless of the fact that the sample population has a sex ratio, the results indicate that males take up the vast bulk of the possibilities.

4.3.2 Age Cohort of Survey participants

As considered necessary by the survey, participants answered their age cohort. The data are summarized in Table 4.2 below.

Table 4.2: Age Cohort of Survey participants

Age (years)	Frequency	(%)
Below 25	9	5.8
26 to 35	41	26.6
36 to 45	79	51.3
46 to 55	17	11
Over 56	8	5.2
Total	154	100

The proportion of participants (51.3 %) are between age ranges of 36 & 45, with 26.6 % between both the ages of 26 & 35, 11 percent in between age ranges of 46 & 55, 5.8 percent underneath the period of 25, & 5.2 % well over maturity level of 56. This implies that majority of the respondents were aged between 36 and 4 years which means they had adequate experience as far as projects were concerned.

4.3.3 The Highest Educational Attainment

For the purposes of the study, respondents were asked to show their educational qualification

Table 4.3 summarizes the findings.

Table 4.3: Highest Education Level

Level of Education	Frequency	(%)
Secondary	35	22.7
College	68	44.2
Graduate	34	22.1
Post graduate	17	11
Total	154	100

The most of the participants (44.2 percent) had a tertiary college diploma, 22.7 percent had a secondary diploma, 22.1 percent had a university graduate diploma, and 11 percent had a university postgraduate diploma. Having respondents with varying levels of education allowed for a more diverse range of experiences to be included in the study.

4.4 Stakeholder participation and the performance of Ngara Park Road Housing Project

For these findings, the participants were asked to demonstrate whether or not interested parties were involved in judgment related to the implementation of the government residential development project. Study results are shown in Table 4.4.

Table 4.4: Involvement of Stakeholders

Stakeholder involvement	Frequency	(%)
Yes	130	84.4
No	24	15.6
Total	154	100

Table 4.4 shows that the most of the participants at 84.4% affirmed that stakeholders participated in making decisions concerning the government Housing Project while the other respondents at 15.6% denied stakeholder's involvement.

4.4.1 Stakeholders' participation in the Implementation of Ngara Park Road Housing Project

Participants were required to show one's degree of understanding about whether stakeholder engagement influenced the integration of a government residential development. On a scale of one to ten versus 5, 1 indicated disagree, 2 indicated take issue, 3 indicated neutral, 4 indicated agreement, as well as 5 indicated agree wholeheartedly. The observations for degree of cooperation are shown in Table 4.5.

Table 4.5: Stakeholder Participation in the Ngara Park Housing Project’s Implementation

Stakeholder Involvement	Mean	Std. Dev
The entire project team was responsible for carrying out the project’s strategy.	4.02	.858
Before beginning, the project team sought agreement from all parties involved.	4.41	.682
The project’s execution was started after consulting with the interested parties	3.65	1.394
Through the involvement of stakeholders, the project was implemented	3.94	.942
Stakeholder involvement in the project’s execution was satisfactory	4.64	1.347

Participants concur that the project plan was primarily the responsibility of the steering committee (mean of 4.02, SD=0.858). According to the respondents (mean of 4.41, SD=0.682), the management team obtained consent from all partners prior to the start of the project. According to the respondents, the initiative was also implemented after dialogue with important parties (mean of 3.65, SD=1.394). Participants concur that stakeholders were involved in the proposal's implementation (mean of 3.94; SD of 942). Stakeholder participation in the building process was similarly rated as satisfactory (mean of 4.64; SD = 1.347). Allen and Chudley (2013) claim that including stakeholders in the execution phase lowers the probability of failure.

Allen and Chudley (2013) study concurred with findings from a study by Njogu (2016) that showed stakeholders’ participation in executing projects meaningfully influenced

the project’s performance as raw materials were pulled together (getting funds from donors, assigning role and responsibilities to stakeholders), reducing project’s operation costs and promoting organization of the project.

4.5 Stakeholders’ participation in project Planning and performance of Ngara Park Road Housing Project

The study’s second goal was to determine how the involvement of stakeholders in planning phase impacts accomplishment of the project in Ngara Park Road.

4.5.1 How stakeholders’ participation in project Planning affects performance

Respondents were asked to indicate whether or not stakeholder participation in project planning affects project performance. Table 4.6 summarizes the findings.

Table 4.6: project monitoring

Funds sufficiency	Frequency	(%)
Yes	48	31.2
No	106	68.8
Total	154	100

According to Figure 4.6, the majority (70%) of persons who took part in filling questionnaires illustrated that there was no evidence to show that stakeholder participation in project monitoring affects performance, while the remaining 30% indicated otherwise.

These results are supported by research conducted in Rwanda by Kabusingye (2017) to examine stakeholder participation and its relationship to the outcome of the WASH project, which found that stakeholder participation in the planning stage, was positively related to the project’s performance.

4.5.2 Stakeholder Participation in project monitoring and its effect in project success

The goal of the research was to ascertain the degree of cooperation on the implications of stakeholder participation on the provision of the necessary apartment buildings. On a scale of 1 to 5, 1 indicated strongly disagree, 2 indicated disagree, 3 indicated neutral, 4 indicated agreement, and 5 indicated strongly agree. The findings for level of agreement are shown in Table 4.7.

Table 4.7: Stakeholder participation in project monitoring and its impact on performance

Project monitoring	Mean	Std. Dev
The project team failed to carry out project monitoring with involvement from all parties	4.36	.836
Participation in project monitoring activities is essential from all parties	3.92	1.228
People were invited to participate in project monitoring through routine consultation meetings.	2.32	.843
Plans for project monitoring included consideration of stakeholder feedback.	4.06	1.082
The project team did not coordinate project monitoring procedures with all stakeholders.	3.65	.812

According to Table 4.8, participants concur that monitoring and evaluation support the effectiveness of the housing project (mean of 4.35, SD=0.846). They all concurred that the housing plan is made more effective by the investment money (mean of 3.93, SD=1.238). They also agreed that the performance of the housing project is influenced

by the payment on the quantity that has been financially backed (mean of 4.06, SD=1.082). They were divided on whether financial assistance had a negative impact on the effectiveness of the housing agreement (mean of 2.31, SD=0.842). Organizations need money to achieve their long-term medium-, and short-term objectives, and financing must be allocated in line with those demands, according to Keivan, Mattingly, and Majedi (2005). Funding in capital assets and other protracted financial assets are financed with the help of long-term financing (usually more than one year).

These findings are upheld by a study by Ruwa (2016), which claims that stakeholders' participation in project monitoring and evaluation has a positive impact. Because implementers are held accountable as they report to stakeholders, efficiency in terms of cost, time, and project sustainability is guaranteed.

4.6 Government Housing Estate Planning and Implementation

The third goal of the research was to find out how design phase affects project effectiveness of government residential development in Kenya Ngara Park Road.

4.6.1 Government Housing Project Planning and Execution

The survey's goal was to see how stakeholder engagement affected the effectiveness of government housing developments on Ngara Park Road. Participants were asked to rate their level of knowledge on a scale of 1 to 5, with 1 denoting severely disagreement, 2 denoting disagreement, 3 denoting neutrality, 4 denoting agreement, and 5 denoting strongly agreement.

Table 4.8: Project Planning in Ngara Park Road Housing Project

Project Planning	Mean	Std. Dev
The only authority to approve project planning belonged to the project team	4.49	1.342
My approval was needed for this project to begin planning.	3.63	1.403
The fact that I approved this project shows how I felt about how it was planned.	4.39	1.289
Participation of stakeholders in planning greatly enhances project success.	3.95	1.282
Stakeholder involvement in project planning was at a satisfactory level.	4.38	1.247

The most of the participants (mean of 4.49, SD=1.342) agreed that the project team alone had the power to approve project planning, however there was considerable dispute about how it should be carried out (mean of 4.39, SD=1.289). Participation of project stakeholders was sufficient (mean of 4.38, SD = 1.247). Additionally, they agreed that stakeholder involvement greatly impacts project success (mean of 3.95, SD=1.282). Finally, it was agreed that stakeholder involvement was a critical performance ability that enabled the recipient of the tender to handle complexity and ensure that they could build a strong working relationship (mean of 3.63, SD=1.403).

4.7 Project Monitoring and evaluation and performance of Ngara Park Road Housing Project

The study aims to establish the extent to which stakeholder involvement in monitoring and evaluation impacts the success of the Ngara Park Road Budget friendly

Government Housing Project in Nairobi City County, Kenya, as the fourth desired outcome.

4.7.1 Stakeholders' Role in Project Monitoring and Evaluation

The study sought to investigate the function of relevant parties in the monitoring and assessment of Ngara Park Road Housing Project along Ngara Park Road. On a scale of 1 to 5, participants were asked to evaluate their level of agreement, with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agreement, and 5 indicating strongly agree.

Table 4.9 Project Team Competence

Project Team Competence	Mean	Std. Dev
The project team failed to carry out project monitoring with involvement from all parties	4.56	1.060
Participation in project monitoring activities is essential from all parties	4.52	1.120
People were invited to participate in project monitoring through routine consultation meetings.	4.20	.894
Plans for project monitoring included consideration of stakeholder feedback.	3.89	.780
The project team did not coordinate project monitoring procedures with all stakeholders	3.92	.836

The respondents were universal in their belief that all participants should be involved in project review processes (mean of 4.52, SD=1.120), despite the development team's

claim that the product's ability to monitor workout did not include all relevant parties (mean of 4.56, standard deviation=1.060). Additionally, they concurred that regular consultative sessions facilitate individual engagement in project monitoring, which guarantees efficient project execution (mean of 4.20, SD=0.894), that the project team did not coordinate project monitoring procedures with all stakeholders (mean of 3.89, SD=0.780), and that plans for project monitoring included consideration of stakeholder feedback. The findings are consistent with Nallathiga et al. (2012), who discovered that the project teams' and the leader's capacities to ensure that the customer's needs brief is sufficient, well performed, and monitored determine the project's success.

4.8 Project identification and performance of Ngara Park Road Housing Project

This is the effective design of a preliminary proposal through stakeholder analysis and scanning the external environment. The study finding emphasized on stakeholder participation which helps stakeholders to generate awareness, set realistic expectation, increase project support and minimize resistance while ensuring successful implementation and adoption

Table 4.10: Project identification

Project Identification	Mean	Std. Dev
The project team handled the identification phase as their own and didn't ask for advice from anybody else.	4.56	1.060
From the beginning, the project team identified stakeholders and included them.	4.52	1.120
When the project was being identified, the project team conducted forums where people could express their thoughts.	4.20	.894
All partners were contacted prior to deciding on the project identification.	3.89	.780
The project team discussed potential projects with as many individuals as they could before choosing one.	3.92	.836
The project team took into account all opinions when choosing this project.	3.20	.781
The project team solicited my opinion while identifying the project	1.121	.754

Project identification should be a crucial component of stakeholder engagement, with well-planned and significant human resource participation, according to the most of the participants (mean of 4.56, SD=1.060). Additionally, they concurred that knowledge exchange throughout party groups leads to greater and extended stakeholder participation throughout project execution, reducing the overall skilled shortage (mean of 4.42, SD=1.130). Stakeholder engagement experts estimated the amount of work required for threat management (mean of 4.24, SD=0.677), and they agreed that the members of the development plan group are now fully qualified, and experienced in

their various responsibilities, ensuring efficient as well as actual execution (mean of 4.30, SD=0.994), and the present administration must be able to incorporate the work completed and complete the project within the allotted period. Additionally, they agreed that project engagement required personnel with the necessary experience, access to confidential information, and knowledge of legal issues (mean of 3.92, SD=0.836), and that the plan for project management needed to be able to connect the tasks completed, deliver the task within the allotted time frame, as well as work to guarantee that the benefits had been transformed successfully and lasting (mean of 3.89, SD=0.780). The link between interested parties, the diligent and well-informed expert league guaranteeing that the patient's provision brief statement is fastidious, implemented effectively, and closely supervised, helps decide the project's success, the findings indicate.

These results appear to be in line with those of Njogu (2016), who found that elevating stakeholder involvement in identification of project results in a material boost in the Automobile Emission Control Project's efficacy. The findings indicate that while stringent observance to automobile emission acts negatively affects job performance completion, project support is typically increased by involving stakeholders in the categorization of the automotive emission control project.

4.9 Project performance

Participants were asked to evaluate their threshold of agreement with a statement by checking the boxes next to the choices that better reflected their personal view.

Table 4.11 Project performance

Project performance	Mean	Std. Dev
The assignment was finished in the allotted amount of time.	3.56	1.150
The task was finished on schedule and under budget.	4.52	1.620
The project has additional expenses (costs overruns)	5.20	.694
The project was time-constrained, thus more time was needed	4.81	.720
Subcontractors and designated suppliers failing to fulfill.	4.92	.736
Customers' satisfaction with the project's product or service	4.45	.581
The project team solicited my opinion while identifying the project	1.231	.754
satisfaction of the project's target audience with the results	3.132	.821
Project team satisfaction with the result	5.453	.519
Community approval of the performance as a whole	3.56	.674
The project complies with user needs	4.21	1.22
The initiative accomplishes its goal	5.67	1.32
Overall efficiency of the project in terms of functioning, spending, and timeliness	4.23	.89

With means of (3.56, 1.150), (5.20,0.694), and (4.21,1.22), respectively, the three primary project metrics of time, cost, and specification are the three areas where past research on housing projects have placed the most emphasis. The most of the participants strongly concur that the project's overall performance in form of budget, timing and functionality is crucial (4.23,.89), which is in line with the findings of the study by Jatarona, Yusof, Ismail, and Saar (2016) that the success of a construction project depends on meeting deadlines, keeping to budget, adhering to specifications, and satisfying all stakeholders. A project involves a wide range of stakeholders, including individuals whose gratification with the development's service or product is crucial to the end user, including contractors, beneficiaries, architects, supervisors,

consultants, construction managers, and specialists from various industries. Given that different stakeholders may have conflicting interests and goals, it is crucial for the team to engage and contribute in order to maximize the satisfaction of the entire project team, as shown by the response rate of (1.231, 0.754). (5.453, 0.519).

4.10 Multiple Regression

A multiple regression analysis was used to predict the relative importance of each independent variable in terms of sustainable housing performance. The regression model looked like this:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = the dependent variable (Performance of Ngara Road Housing Project)

X_1 – project identification

X_2 – project planning

X_3 – project implementation

X_4 – project monitoring and evaluation

ϵ - standard error term

α – constant

The numbers 1, 2, 3, and 4 are coefficients.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.883 ^a	.789	.677	.345

b. “stakeholder engagement, project planning, project quality and stakeholder participation, of play are all consistent highly predictive”.

Coefficient Of determination, R-squared assumes that the variance of the dependent variable is explained by each and every fair multiple regression study, whereas r quantifies the fraction of variance explained by just those independent factors that impact the dependent variable. In Table 4.12, R - Squared is 0.789, indicating that only 78.9% of those who support the housing projects’ implementation are revealed by the statistical study. According to the modified R square, the independent factors that really impact housing developments account for 67.7% of the total.

Table 4.13: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.658	4	2.664	22.316	.000 ^b
	Residual	27.580	118	.234		
	Total	38.237	122			

a. Dependent Variable: stakeholder participation and performance

Stakeholder engagement, initial project execution, planning and scheduling, monitoring and evaluation and project recognition are examples of consistent indicators.

The F-ratio in ANOVA is used to assess how effectively the regression analysis model is working. These factors indicated significantly distinct housing project execution, $F(4, 118) = 22.316, p \leq 0.05$. The independent factors significantly predict the dependent variable, as shown in Table 4.14.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.252	.173		1.418	.016
Stakeholder Involvement	.179	.036	.159	4.953	.000
stakeholder participation	.148	.047	.138	3.714	.000
Project plan implementation	.062	.028	.052	1.927	.006
Project monitoring	.098	.026	.089	4.033	.000

Stakeholder involvement, stakeholder participation, project plan implementation, and project monitoring were all utilized to predict stakeholder participation in housing projects.

When all other individual variables are held constant, the standard error coefficients (B) show how much the endogenous variable fluctuates with the independent variable.

The following equation for multiple linear regression was created using the unstandardized beta values:

$$Y = \beta + 0.159X_1, 0.138X_2, 0.052X_3, \text{ and } 0.089X_4.$$

Stakeholders' participation = 0.159, stakeholders' participation = 0.138, project plan implementation = 0.052, and project monitoring = 0.089.

The regression equation further revealed that there was a significant relationship between project identification and project performance ($p \leq 0.05$); there was a significant relationship between project planning and project performance ($p \leq 0.05$); there was a significant relationship between project implementation and project performance ($p \leq 0.05$) and that there was a significant relationship between project monitoring and project performance ($p \leq 0.05$).

The standard error beta for stakeholder involvement is 0.159, indicating that a unit increase in involvement of stakeholder would improve housing project execution by 0.159, if all other study assumptions were maintained constant. If all other independent factors were statistically controlled, a unit increase in stakeholder participation would improve housing project execution by 0.138, according to the variance beta for stakeholder engagement (0.138). If all other items for measurement were assumed to remain constant, a positive planning coefficient would result in an increase in implementation of the housing project of 0.052, according to the beta standard error for project plan implementation (0.052). Project monitoring's standard error beta (0.089) assumes that, while maintaining all other independent variables constant, increasing project monitoring by one unit will result in an increase in housing project implementation of 0.089. Stakeholder involvement, then the project execution strategy, has the most effects on the completion of housing projects. The project planning's effect on the execution of housing projects is the least significant. It is evident from the above that, with the exception of project planning, all factors play quite a significant critical part in the housing projects' implementation.

Alallafa and Torreba (2010) appropriate stakeholder analysis and engagement is important to assist interaction, involvement and at least prevent negative influence of

different stakeholders. This significantly boosts stakeholders' contribution and adds value to the project outcomes of renewal projects, in which interested parties are many and varied. The complexity of projects and performance constrains and large numbers of stakeholders engaged usually leads to there being several different objectives and requirements, which brings about conflicts of interest and further uncertainty. Frooman (2010) noted the importance of stakeholders to the planning, developing and executing of successful projects which was earlier on authored by other scholars such as Bourne (2005). Since the emergence of the earliest project management theories and methodologies, the concept of the „project stakeholder arose out of the results of pioneering work undertaken at the Stanford Research Institute (today SRI International). Since then, the definition of stakeholders has been revised in both orientation and definition many times since it was first introduced (Freeman & McVea 2001). Currently, the process of stakeholder management is applied to the briefing and planning stages of most large-scale or complex building projects. An important part of stakeholder management is stakeholder analysis that, since its inception, has increased the project manager's ability to anticipate and properly identify problems emanating from the actions of, and that will impact on, involved stakeholders while it is still early enough to intervene, and review and change plans (Jepsen & Eskerod 2009).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section describes the summary of findings analysis of data, as well as the discussions, conclusions and recommendations made as a result of the findings. The chapter also makes suggestions of further research areas.

5.2 Summary of Findings

The study's goal was to look into stakeholder participation in the achievement of the Ngara Park Road Housing project in Nairobi City County, Kenya.

5.2.1 Stakeholder participation

The study claims that stakeholder involvement needs time for effective cost and resource planning, which helps to achieve good project performance. The results showed that improved accountability to end users and the wider stakeholder community results from stakeholder involvement in a project. A concept of political mandate that positions stakeholders at the core of judgement call procedures, actually results in immersive judgment call methods, is a necessary attribute for a project. For a choice or conviction to be regarded genuine, a huge range of project interest parties would be entailed and given an equal prospect to participate in decision - making process. Involvement of stakeholders promotes a comprehension entrepreneurial spirit that enhances investigation and prototype adoption while trying to bridge the integral part of the management disparity in construction process.

5.2.2 Project plan implementation and performance of Ngara Park Housing

Project

The investigation discovered that the Ngara housing project's efficacy is increased by the proposal planning procedure, as does financial contribution. Project scope increases the performance of the Ngara residential building; planning has a beneficial impact on the efficiency of the Ngara housing project.

5.2.3 Project Plan implementation and performance of Ngara Housing Project

The study established that the Housing Project had a proper project plan. Employees were closely supervised in terms of contract award and management. For the task of project implementation, the government had chosen a qualified project manager who met the necessary professional standards. The planning process included tasks such as coordinating people, gathering resources, and carrying out construction activities as outlined in the project plan. To reduce complexity in project implementation, the project manager used his or her own skills, knowledge, and experience. Procurement management came into play by ensuring that the vendors chosen were competent and capable of establishing a good working rapport in order to ease the project implementation process.

5.2.4 Government Housing Project Monitoring and Performance

The report's findings indicate that a program's squad must incorporate project tracking and integration. Sharing knowledge within and between members of the team progressed and stretched copyrights during in the proposal, reconciling the talent shortage. The management was greatest legal, knowledgeable, and personally encountered in their respective positions, making sure the success of any project. To properly manage risk, the development team required some projected tasks, as well as employees who could incorporate the jobs performed and convey the project within the

time stated. According to the findings of the study, the project team hired personnel with exceptional underscores in commercial procurement management on intellectual property and legal issues.

5.2.5 Project identification and performance in Ngara Park Road Housing

Project

As per the study's findings, project identifying includes being able at the reduced ranks of the participatory staircase to play a significant role in project identification. It aids in planning, initializing, and authorization, which may result in a preferable option because they are critical in the implementation phase. Because the lower tier has restricted structured judgement call power, the goal of requirements elicitation is based solely on this hypothesis.

5.2.6 Project scheming and execution of the government's affordable Housing

Project

According to the respondents, because of the impact his expertise has on planning, scheduling, as well as communication all through the project's lifespan. The many parties involved in the project must work together as a team in order for it to succeed, hence team building is essential. Numerous stakeholders, including the contract owner, the management contractor, subcontractors, and architects, are involved in building projects. This is a characteristic of construction projects.

5.3 Conclusions

The study concluded that stakeholder involvement needs time for effective cost and resource planning, which helps to achieve good project performance. The results showed that improved accountability to end users and the wider stakeholder community results from stakeholder involvement in a project.

According to the study, Ngara housing project's efficacy is increased by the proposal planning procedure, as financial contribution. Project scope increases the performance of the Ngara residential building; planning has a beneficial impact on the efficiency of the Ngara housing project.

Ngara Housing Project had a proper project plan. Employees were closely supervised in terms of contract award and management. For the task of project implementation, the government had chosen a qualified project manager who met the necessary professional standards. The planning process included tasks such as coordinating people, gathering resources, and carrying out construction activities as outlined in the project plan. To reduce complexity in project implementation, the project manager used his or her own skills, knowledge, and experience.

Ngara Park Road Housing project identifying included being able at the reduced ranks of the participatory staircase to play a significant role in project performance. It aids in planning, initializing, and authorization, which may result in a preferable option because they are critical in the implementation phase.

5.4 Recommendations

Because it is apparent that their participation has a considerably favorable influence on performance assessment, dealing with and understanding equality and fairness in project improvement times is seen to be required. Stakeholder involvement should be integrated throughout the project rather than being limited to a few phases.

The study's findings indicate that including stakeholders in project selection has a significant beneficial impact on how well government-sponsored affordable housing units perform. In order to give the project's sponsor useful input on the course the

project is following, this research urges project executives to include participants in the many stages of recognizing a project, for example the evaluation of a phase.

The research also revealed a strong connection between stakeholder participation in construction schedule and road construction productivity. In order to increase stakeholders' program development knowledge, the research advises road construction businesses to regularly equip and include all concerned parties in resource budget planning and activity.

Furthermore, the research reveals that project implementation involving stakeholders has a significant influence on the effectiveness of affordable housing projects. As a matter of fact, the survey means that project management teams implementing change elements of project execution, such as trying to make expected to sign off interested parties as constructive as effectively to improve stakeholders' real commitment to their responsibilities.

Finally, the research found that responsible for project tracking has an effect on the achievement of the government's affordability of housing initiatives. The article advises that stakeholders participate in a variety of planning as well as assessment activities to improve the efficiency of highway projects, including financial control, procurement administration system, and quality monitoring.

5.5 Recommendations for further Research

Additional research on other infrastructural development should be performed to explore the obstacles associated with the project implementation. Roughly equivalent studies should be carried out in other companies working on similar or closely related projects. A separate study can be conducted in order to identify the opportunities for personal and professional the implication of governance structures on implementation

of the project and closure. More research should be conducted on the problems that prevent housing projects from being implemented in other parts of the economy.

REFERENCES

- Abdalla, A., & Otieno, M. (2017). Determinants of Implementation of County Government Projects: A Case of Infrastructural Projects in Kilifi County, Kenya. *International Journal of Latest Research in Engineering and Technology*, 108-118.
- Akbari, S., Khanzadi, M., & Gholamian, M. R. (2018). Building a rough sets-based prediction model for classifying large-scale construction projects based on sustainable success index. *Engineering, Construction and Architectural Management*.
- Ali, H. M. (2016). *Impact of Customer Satisfaction on Performance Of Sudanese Construction Companies* (Doctoral dissertation, Sudan University of Science and Technology).
- Altschuld, J. W., & Kumar, D. D. (2010). *Needs Assessment*. SAGE.
- Alzahrani, J. I., & Emsley, M. W. (2013). The impact of contractors' attributes on construction project success: A post-construction evaluation. *International Journal of Project Management*, 31(2), 313-322.
- Amadi, J. O. (2017). The Role of Planning on Performance of Community Projects in Kenya. *Developing Country Studies*, 7(1), 1-7.
- Ameh, O. J., & Odusami, K. T. (2014). Nigerian construction professional's education and deficiencies in the area of project management. *Journal of Construction in Developing Countries*, 19(1), 1-14.
- Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Planning*, 216 -224.
- Arnstein, S. R. (2019). A Ladder of Citizen Participation. *Journal of the American Planning Association*, 85:1, 24-34.
- Bal, M., Bryde, D., Fearon, D., & Ochieng, E. (2013). Stakeholder engagement: Achieving sustainability in the construction sector. *Sustainability*, 5(2), 695-710.
- Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining the appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43.

- Beringer, C., Jonas, D., & Kock, A. (2013). Behavior of internal stakeholders in project portfolio management and its impact on success. *International Journal of Project Management*, 31(6), 830-846.
- Besio, C., & Pronzini, A. (2011). Inside organizations and out. Methodological tenets for empirical research inspired by systems theory. *Historical Social Research/Historische Sozialforschung*, 18-41.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27-30.
- Brody, S. (2013). The Characteristics, Causes, and Consequences of Sprawling Development Patterns in the United States. Nature Education Knowledge.
- Bryde, D., Broquetas, M., & Volm, J. M. (2013). The project benefits of building information modelling (BIM). *International journal of project management*, 31(7), 971-980.
- Bryson, J. (2013). Designing public participation processes. *Public administration review*.73, 23-34.
- Buys, F., & Le Roux, M. (2015). Causes of defects in the South African housing construction industry: Perceptions of built-environment stakeholders. *Acta Structilia*, 20(2), 78-99.
- Caldwel, M., & Usadolo, S. (2016). A Stakeholder Approach to Community Participation in a Rural Development Project. An article distributed by the Creative Commons Attribution.
- Conley, A., & Moote, A. (2013). Collaborative conservation in theory and practice.
- Cooper, D. R & Schindler, P. S. (2014). *Business Research Methods*. 12th Ed. McGraw-Hill Irwin, New York
- Cserháti, G., & Szabó, L. (2014). The relationship between success criteria and success factors in organisational event projects. *International journal of project management*, 32(4), 613-624.
- Cullen, M., Kirwan, C., & Brennan, N. (2006, May). Comparative analysis of corporate governance theory: The agency-stewardship continuum. In *20th annual conference of the Irish Accounting & Finance Association, Institute of Technology, Tralee* (pp. 10-11).
- Dannels, S. A. (2018). Research design. In *The reviewer's guide to quantitative methods in the social sciences* (pp. 402-416). Routledge.

- Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 22(1), 20-47.
- Davis, J., Frankforter, S., Vollrath, D., & Hill, V. (2007). An empirical test of stewardship theory. *Journal of Business & Leadership: Research, Practice, and Teaching (2005-2012)*, 3(1), 40-50.
- Davis, K. (2014). Different stakeholder groups and their perceptions of project success. *International journal of project management*, 32(2), 189-201.
- Depoy, E. & Gitlin, L. N. (2011). *Introduction to research; understanding & applying multiple strategies* 4th Ed. Elsevier Mosby. Missouri.
- Di Maddaloni, F., & Davis, K. (2017). The influence of local community stakeholders in megaprojects: Rethinking their inclusiveness to improve project performance. *International journal of project management*, 35(8), 1537-1556.
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of Management*, 16(1), 49-64.
- Du Toit, J. T., Walker, B. H., & Campbell., B. M. (2014). Conserving tropical nature: current challenges for ecologists. *Trends in Ecology and Evolution* 19(1), 12-17.
- Elbohisi, S. K. (2016). The success factors that affecting public construction projects and their relation to key performance indicators. *The success factors that affecting public construction projects and their relation to key performance indicators*.
- Galaz, V. (2015). Social-ecological Resilience and Social Conflict: Institutions and Strategic. *Ambio* 34(7), 567–572.
- Gardiner, J. (2014). Latham's Report: Did It Change Us? <https://www.building.co.uk/focus/lathams-report-did-it-change-us/5069333.article>.
- Harrison, J., & Wick, A. (2013). Stakeholder theory, Value and Firm Performance. *Business Ethics Quarterly*, 23(1), 97-124.
- Heravi, A., Coffey, V., & Trigunarsyah, B. (2015). Evaluating the Level of Stakeholder Involvement during the Project Design Processes of Building Projects. *International Journal of Project Management*, 33, 985-997.

- Keay, A. (2017). Stewardship theory: is board accountability necessary?. *International Journal of Law and Management*.
- Ketokivi, M., & Mahoney, J. (2016). Transaction Cost Economics as a Constructive Stakeholder Theory. *Academy of Management Learning and Education*, 15(1), 123-138.
- Khan, A., Skibniewski, M., & Cable, J. (2018). The Project Stakeholder Management and Engagement Strategy Spectrum: An Empirical Exploration. Originally Presented at the 2018 University of Maryland Project Management Symposium, May 2018, Republished as a Second Edition in the *PM World Journal*, Vol. VIII, Issue III (April).
- Lennon, B., Dunphy, N. P., & Sanvicente, E. (2019). Community acceptability and the energy transition. a citizens' perspective.
- Lindborg, H. (2013). Stake Your Ground: Unearthing the Origins of Stakeholder Management. *Quality Progress*, 2, 1-3.
- Maina, B. (2013). Influence of stakeholder's participation on the success of the economic stimulus programme. A case of education projects in Nakuru County.
- Mandala, E. (2018). Influence of Stakeholders' Involvement in Project Management on the Completion of Road Construction Projects in Kenya: A Case of Bondo Sub County, Siaya County. Unpublished Masters Thesis of the University of Nairobi.
- Matu, J., Kyalo, D. N., Mbugua, J., & Mulwa, A. S. (2019). Stakeholder Participation in Project Initiation: A Foundation to Completion of Urban Road Transport Infrastructure Projects. *Journal of Civil, Construction and Environmental Engineering*, Vol. 5, No. 1, 11-19.
- Matu, J., Kyalo, D., Mbugua, J., & Mulwa, A. (2020). Stakeholder Participation in Project Planning: Prerequisite to Effective Completion of Urban Road Transport Infrastructure Projects in Kenya. *Journal of Building Construction and Planning Research*, 8, 73-91.
- McDaniel Jr, R. R., Lanham, H. J., & Anderson, R. A. (2009). Implications of complex adaptive systems theory for the design of research on health care organizations. *Health care management review*, 34(2), 191.
- Menoka, R. (2014). Stakeholder Engagement and Sustainability-related Project Performance in Construction. *Journal of Project Management*. Vol.3.

- Miles, S. (2017). Stakeholder Theory Classification: A Theoretical and Empirical Evaluation of Definitions. *Journal of Business Ethics*.
- Mills, D. E., & Keast, R. L. (2009). Achieving better stewardship of major infrastructure assets through configuration of governance arrangements utilising stewardship theory.
- Mitroff, I. I. (1983). *Stakeholders of the organizational mind*. Jossey-Bass Inc Publication.
- Mkandawire, S. B. (2019). Selected Common Methods and Tools for Data Collection in Research. Marvel Publishers.
- Moldogaziev, T., & Resh, W. (2016). A Systems Theory Approach to Innovation Implementation: Why Organizational Location Matters. *Journal of Public Administration Research & Theory*, 26(4), 677-692.
- Ndegwa, M., Mavole, J., & Muhingi, W. (2017). Influence of Public Participation on Successful Implementation of Public Health Projects in Nyeri South Sub-County, Nyeri County, Kenya. *International Journal of Social and Development Concerns*, 1, Article 7/12.
- Njogu, E. (2016). Influence of stakeholder involvement on project performance. A case study of NEMA automobile emission control project in Nairobi County.
- O'Halloran, M. (2014). The Awareness of Stakeholder Management amongst Project Managers in the Construction Industry in Ireland.
- Olander, S., & Landin, A. (2015). Evaluation of stakeholders' influence in the implementation of construction projects. Published in *International Journal of Project Management* (23(4), 321-328).
- Ondieki, W. M. (2016). Stakeholders capacity building and participation in monitoring and evaluation of urban water supply and health projects in Kenya: Case of Kisii Town. *Journal of geography and natural disaster*,6(2), 13-32.
- Paton, S., & Andrew, B. (2019). The role of the Project Management Office (PMO) in product lifecycle management: A case study in the defence industry. *International Journal of Production Economics*, 208 (2), 43-52.
- Project Management Institute. (2003). *A Guide to the Project Management Body of Knowledge (PMBOK Guide) 3rd Edition*. Pennsylvania: Institute of Project management.

- Republic of Kenya, S. B. (2018). Kenya Gazette Supplement No. 17 (Senate Bills No. 4).
http://kenyalaw.org/kl/fileadmin/pdfdownloads/bills/2018/PublicParticipationBill_2018.pdf.
- Ruwa, M. (2016). The influence of stakeholder participation on the performance of donor-funded projects. A case of Kinango integrated food security and livelihood project, Kwale county.
- Sileyew, K. J. (2019). Research design and methodology. In *Cyberspace* (pp. 1-12). Rijeka: IntechOpen.
- Van Puyvelde, S., Caers, R., Du Bois, C., & Jegers, M. (2012). The governance of nonprofit organizations: Integrating agency theory with stakeholder and stewardship theories. *Nonprofit and voluntary sector quarterly*, 41(3), 431-451.
- Vermoolen, M., & Hermans, L. (2015). The influence of interdisciplinary collaboration on decision making: a framework to analyse stakeholder coalitions, evolution and learning in strategic delta planning. Vol. 17, EGU2015-9644, 2015.
- Wamugu, J., & Ogolla, K. (2017). Role of stakeholder's participation on the performance of sub-county development fund projects in Mathira East sub-county. *international academic journal of information sciences and project management* 2(1), 104-125.
- Welchman, J. (2012). A Defense of environmental stewardship. *Environmental Values*, 297-316.

APPENDICES

Appendix I: Introduction letter to respondents

Dear Participant,

September 2020

My name is Abraham Kipkoech a student at Kenyatta University with a research study on “STAKEHOLDER PARTICIPATION AND THE PERFORMANCE OF NGARA PARK ROAD HOUSING PROJECT: CASE STUDY OF NGARA PARK ROAD HOUSING IN NAIROBI CITY COUNTY, KENYA”.

The questions in this questionnaire are structured to outline and describe how the housing project took the stakeholders’ concerns during the development of housing units. I hereby invite you to be a participant for this study through provision of your honest views and opinions. The information you give is useful for academic purposes only and will not be published for other concerns. Your participation in this research is by your own will, confidentiality and anonymity is assured.

The ethical concerns pin-pointed in this research consist that the respondent only willingly participates in the study or may reject, and secondly, the answers received was kept private and confidential authentically only accessible by the research members. Each questionnaire has an identification number useful for follow-up activities by the research team when analyzing responses. A firm that requests for the summary of the research findings after they have been analyzed was mailed.

I really appreciate you and your organization for the valued time and cooperation in this research. Thank you very much for your effort in making this research a success.

Sincerely

Abraham Kipkoech

Appendix II: Questionnaire

Section One: Demographic information of survey participants and organizations

The items in the questionnaire are related to the information about the organization and the population characteristics of the respondents. **PLEASE CHECK THE APPROPRIATE CHECKBOX OR FILL IN THE BLANKS.**

1. Gender?

Male Female

2. Age in years?

21 to 29 Years 30 to 39 years

40 to 49 years 50 to 59 Years

Above 60 years

3. Highest level of educational

Diploma [] Higher Diploma []

Bachelor's degree [] Master's Degree []

Section Two: Stakeholder participation

Given your involvement in these procedures, please rank the regularity of the use of the proclamations by identifying the most suitable choices that better reflect your point of perspective: with the best option that better describes your point of view/opinion: 5-Strong agree (SA); 4-Agree (A); 3-Disagree (D); 2-Strongly Disagree (SD), or 1-None at all (N).

	Project identification	SA	A	D	SD	N
1	During the project initiation stage, the steering committee treated the proposal as one of their own and never sought input from others.					


2	The management team engaged interested parties in the program's characterization from the start.					
3	During the project's recognition, the development team held discussion forums in which individual people voiced their opinions.					
4	Prior to actually making important decisions on project selection, all stakeholders were informed.					
5	I'm pleased with my level of involvement in the proposal's identification.					
6	Prior to actually deciding on a proposal, the steering committee contacted as many people as possible.					
7	The project team took into account all opinions when choosing this project.					
8	The project team solicited my opinion while identifying the project.					
	Project planning					
9	The only authority to approve project planning belonged to the project team					
10	My approval was needed for this project to begin planning.					
11	The fact that I approved this project shows how I felt about how it was planned.					
12	Participation of stakeholders in planning greatly enhances project success.					
13	Stakeholder involvement in project planning was at a satisfactory level.					
	Project plan implementation					
14	The entire project team was responsible for carrying out the project's strategy.					
15	Before beginning, the project team sought agreement from all parties involved.					
16	The project's execution was started after consulting with the interested parties.					
17	Through the involvement of stakeholders, the project was implemented.					
18	Stakeholder involvement in the project's execution was satisfactory.					
	Project monitoring					
19	The project team failed to carry out project monitoring with involvement from all parties.					
20	Participation in project monitoring activities is essential from all parties.					
21	People were invited to participate in project monitoring through routine consultation meetings.					
22	Plans for project monitoring included consideration of stakeholder feedback.					
23	The project team did not coordinate project monitoring procedures with all stakeholders.					

Section Three: Project performance

Instructions: Please review your standard of agreement with a statement by selecting the answer that best reflects your personal view: Given your involvement in these mechanisms, please rate the regularity of the use of the declarations by identifying the most suitable options that better reflect your point of interpretation.: 5- **Strong agree (SA)**; 4-**Agree (A)**; 3-**Disagree (D)**; 2-**Strongly Disagree (SD)**, or 1-**None at all (N)**.

		SA	A	D	SD	N
1	The project was finalized within the stipulated time					
2	The project was finished within the budget					
3	The project has additional expenses (costs overruns)					
4	The project was time-constrained, thus more time was needed					
5	Subcontractors and designated suppliers failing to fulfill.					
6	Gratification with the project's commodity among end customers					
7	beneficiaries gratification with the project outcome					
8	Project team's gratification with the outcome					
9	Community approval of the performance as a whole					
10	The project complies with user needs					
11	The initiative accomplishes its goal					
12	Overall efficiency of the project in terms of functioning, spending, and timeliness.					

Appendix III: Letter of Approval of the Research Proposal


KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School
TO: Abraham Kipkoech
C/o Management Science Dept.

DATE: 14th September, 2021
REF: D53/CTY/PT/27136/2018


SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 25th August, 2021 entitled "Stakeholder Participation and Performance of Government Affordable Housing Scheme: Case Study o Park Road Ngara Housing In Nairobi City County, Kenya"

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The forms are available at the University's Website under Graduate School webpage downloads.


Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Management Science

Supervisors:

1. Dr. Lydia Gachengo
C/o Department of Management Science
Kenyatta University



AM/lnn

Appendix IV: Research Authorization


KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/27136/2018 DATE: 14th September, 2021

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ABRAHAM KIPKOECH – REG. NO. D53/CTY/PT/27136/2018.

I write to introduce Abraham Kipkoech who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Management Science.

Abraham intends to conduct research for a M.B.A Project Proposal entitled, “Stakeholder Participation and Performance of Government Affordable Housing Scheme: Case Study o Park Road Ngara Housing In Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
AG.DEAN, GRADUATE SCHOOL



AM/lnn

Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 886994	Date of Issue: 01/October/2021
RESEARCH LICENSE	
	
This is to Certify that Mr. Abraham Kipkoeh of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: stakeholder participation and performance of government affordable housing scheme: case study of park road ngara housing in nairobi city county, kenya for the period ending : 01/October/2022.	
License No: NACOSTI/P/21/13119	
886994 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	